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## AT DEADLINE

### Health Care Scholarship

Desert Valley Medical Group founder Dr. Prem Reddy has donated \$105,000 to Cal State San Bernardino to establish an endowed scholarship to help students in the High Desert pay for their health care education at the university.

### Nancy Williams Joins Palm Springs Convention Center

Nancy Williams has joined the Palm Springs Convention Center as sales manager for Northern California and the Pacific Northwest markets. Williams, a Southern California native, is returning to Southern California from the Monterey/Pebble Beach area, where she worked in conference services and catering management. "I'm really happy to be back in Southern California," Williams commented.



Ira Jackson

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CLOSE-UP

### EMPIRE LAKES TO BUILD NEW CLUBHOUSE

Long- anticipated new clubhouse to be ready for the 2007 Nationwide Tour event

Ugene Park, owner and general manager of the Empire Lakes Golf Course, announced that the Rancho Cucamonga course will add a new clubhouse starting this fall.

The construction project will begin immediately after the

Stephen Wagner said. "Empire Lakes Golf Course has always had the reputation of a being a first-class design with superbly maintained fairways and greens. The addition of the new clubhouse will complete the total package."



October Mark Christopher Charity Classic, presented by the County of San Bernardino, and will be completed in time for the 2007 Nationwide Tour event.

The 7,500-square-foot addition will be attached to the existing pro-shop area. The California-prairie design will consist of a new bar/restaurant that will seat 74 and a banquet room that can accommodate 320 for tournaments, outings, weddings and banquets. In addition, new restroom facilities, a kitchen, storage facilities, and a small conference room will be added.

"The construction of the new clubhouse will allow the PGA Tournament to finally complete the total presentation and hospitality environment that it deserves," Executive Director

As part of the announcement, Brandon White was named Empire Lakes Golf Course's new tournament coordinator.

"I am extremely excited for the future of Empire Lakes Golf Course. With the plans of the new renovation and expansion of the clubhouse, we will have the proper accommodations to assist in tournaments, company outings, weddings and banquets," said White, who noted that Empire Lakes Golf Course is now pre-booking dates for the new facility.

The Mark Christopher Charity Classic is a 72-hole Nationwide Tour event that sports a \$500,000 purse. For the fourth straight year, the tournament will be televised by the Golf Channel.

Tickets and sponsorships to the 2006 Mark Christopher Charity Classic, which is Oct 2-8 at Empire Lakes Golf Club, are available by calling (909) 948-5565 or by E-mail at mcc-classic@aol.com.

## Special Sections

Substance Abuse:  
The Cost of the  
Crutch  
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AppleOne: Where  
the Jobs Are  
page 8

### The Cost of the Crutch: Addiction in The Inland Empire

On Aug. 29, some 200 people joined together for the San Bernardino Salvation Army Adult Rehabilitation Center (ARC) dinner. Most in attendance were, by their own admission, addicts. Some had stayed clean and sober for over 30 years. Some had only achieved two days. All praised "The Sal's" program of discipline and faith in helping them get back.

Getting back, it turns out, is no easy trip. Many at the dinner referred to getting "sick and tired of feeling sick and tired."

But there are others, not at the dinner, which might disagree. One heroin addict told this reporter that there was no greater high, no more amazing rush, than "riding the 'horse.'"

There are, it turns out, not only a lot of substance abusers, but also a lot of substances to abuse. Consider the recent statistics of obesity in this country, caused by saturated substances. Consider the number of lung cancer victims who abuse

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## Skills Shortage Paying Off

It appears professionals may have more negotiating power with employers than they think. Fifty-five percent of hiring managers surveyed for this year's Employment Dynamics and Growth Expectations Report said it was difficult to find qualified candidates 12 months ago; 81 percent said recruiting is equally or more challenging today. More than half of hiring managers who are having trouble recruiting cited a shortage of qualified professionals as the primary culprit. Nearly two-in-five hiring managers plan to increase starting salaries in the next year to attract new talent.

Although the balance of power may have shifted somewhat to favor highly-skilled workers, employees themselves are still feeling cautious about the job market and are less willing to negotiate higher salaries. Four-in-ten survey respondents categorized the job market as difficult 12 months ago and 85 percent said it is equally or more challenging today. Nearly one-in-five workers said they are less likely to ask for more money from a potential employer in the next 12 months, and the number of those who were more likely to negotiate increased compensation dropped significantly compared to one year ago.

In addition to stepping up measures to attract new talent, businesses are focusing on retention. Twenty-one percent of hiring managers reported their employee turnover rate is higher than it was 12 months ago; the same percentage expect it to be even higher 12 months from now. Thirty percent of hiring managers reported their firms have instituted new policies and programs to increase staff retention rates in the last 12 months, up from 23 percent this time last year. The primary measures taken included offering pay raises, bonuses, better

benefits and more flexible schedules.

Investing in retention efforts is well-advised. Twenty-six percent of employees stated they are currently looking for a new job. Nearly three-in-ten

plan to change jobs in the next year and two-in-five expect to do so in the next three years, similar to last year's findings. The job benefits workers value most are health insurance, flexible work schedules and 401(k)

plans.

The survey and report were developed by Robert Half International staffing firm and CareerBuilders.com. For complete survey, visit [www.rhi.com](http://www.rhi.com)

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## E-Band Communications Shows Promise

When California high-tech communications firm E-Band Communications Corp. first went looking for financial help to develop their proprietary wireless radio communication system, investors basically said, "Looks great, but this is very complicated millimeter wave technology which has only been used by Department of Defense in the past and requires very specialized engineering skills to develop. Can you really do it?" That's how E-Band co-founder and VP of Technology Jim Plante starts his E-Band story.

E-Band Communications has now, in fact, developed a prototype transceiver system that operates in the millimeter-wave region at 71-76GHz and 81-86GHz (the "E-Band"). This is important because this provides significant advantages over other millimeter-wave wireless technologies. For one thing, signals in this band suffer much less loss of signal strength as distance increases. Adverse weather affects, such as fog, dust, snow or desert sun, basically have very little if any affect on this technology. This is especially important for defense and national security related applications such as port security, where fog is a consistent presence and always an enemy of communication and security systems.

The E-Band transceiver is now positioned to be the core for a high-speed radio communications link serving as a low-cost alternative to fiber optic cable installation for border and port security applications, as

well as intelligence gathering, communications interoperability, and information sharing.

"This is the only wireless technology able to transmit 1 to 10 Gbps data-rates at distances up to 6 miles. This technology opens up a number of new opportunities and enables applications previously possible only with fiber optic connections, which typically cost several times more and can take months if not years to implement. Using E-band wireless, we can set up 'fiber-like' network in a matter of days," says co-founder and Chief Marketing Officer Saul Umbrasas, "and that makes our technology stand out from the crowd."

E-Band has been able to demonstrate a working prototype, thanks to two grants awarded by Cal State San Bernardino's Office of Technology Transfer and Commercialization (OTTC). The first was for \$75,000 for prototype development, testing and evaluation. Results provided proof of concept for the technology and E-Band applied for follow-on funding to handle a couple additional improvements. OTTC then provided a \$50,000 follow-on commercialization award that allowed E-Band to complete its prototype.

Thanks to the OTTC/CCAT grant, E-Band has been able to significantly increase its ability to attract institutional capital. As this report goes to press, E-Band's principals are now in discussions with a group of venture capital and strategic investors.

### Quote of the Month

*Quote of the Month (thanks to Bill Leonard, member State Board of Equalization)*

"Nearly all men can stand adversity, but if you want to test a man's character, give him power." Abraham Lincoln, 16th U.S. President

## WILLIAM CARNEY NAMED PRESIDENT and CEO of INLAND EMPIRE ECONOMIC PARTNERSHIP

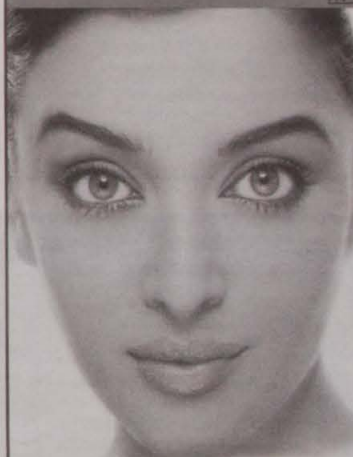
The Inland Empire Economic Partnership has named William Carney president and CEO. For the past 17 years Carney has held senior executive positions in the economic development field, all in regional not-for-profit organizations within California. For the last three years, Carney has been the CEO of the San Gabriel Valley Economic Partnership where that organization experienced significant growth during his tenure. "I am looking forward to leading one of the most respected economic development organizations in California and working in what has become California's most dynamic and growing region, the Inland Empire," Carney said. His previous experience includes managing the econom-

ic development programs for the San Diego Regional Economic Development Corp., the Orange County Business Council, and the Stanislaus County Economic Development Corporation. Carney will officially begin working at the IEEP in October.

"Carney is well known and respected in the economic development field, and his knowledge of Southern California's unique economic development climate will allow him to hit the ground running," said Buck Long, chairman of the Inland Empire Economic Partnership. "We look forward to his leadership in attracting high-tech and corporate head-quarter companies into the Inland Empire."

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County Welcomes  
Steve Harrington

Steve Harrington, a dynamic and effective leader in Southern California's logistics industry, will put his talent to work for the County of San Bernardino. Harrington has joined the county's Economic Development Department as business development manager. As chairman of the Distribution Management Association of Southern California, Harrington helped unify one of California's most important industries behind shared interests.

In his new role as business development manager, he will shift his focus from building an effective and profitable business to elevating the quality of life for San Bernardino County residents.

Specifically, Harrington will work to attract businesses to San Bernardino County and help connect local firms to the resources that will help them compete in a global economy. He will also interact with business organizations and serve as a liaison between the county and industries.

"The underlying theme to all

of our new economic development efforts is creating opportunity and prosperity for the residents we serve," said Bill Postmus, chairman of the Board of Supervisors. "To succeed, we need to recruit proven leaders like Steve who can help make our economy serve the needs and aspirations of our residents."

Harrington has a 28-year record of leadership in the logistics industry. In addition to his work with the Distribution Management Association, Harrington serves an advisory role with the role with the Southern California Association of Governments, Chaffey College, San Bernardino Valley College and Riverside Community College.

Harrington comes to the County of San Bernardino after 10 years as West Coast Logistics Manager with Perrigo, a major drug distribution facility in Rancho Cucamonga. Prior to Perrigo, Harrington spent 18 years with Vons Grocery Company in its warehouse operations.

WILLIAM CARNEY  
NAMED  
PRESIDENT and CEO

*continued from page 3*

"Bill Carney is probably the most respected economic development leader in the state of California today. His track

record of success in managing major economic development programs is outstanding," said Paul Hiller, outgoing president and CEO. "I look forward to working with him in the coming weeks to insure a smooth transition."

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## CLOSE-UP

# Ira Jackson: In the Shoes of the Management Guru

Many call it the Drucker Institute.

It is, correctly, The Peter F. Drucker and Masatoshi Ito Graduate School of Management at the Claremont Graduate Institute.

The new dean is Ira Jackson, and he still gets goosebumps when you refer to him as inheriting the mantle of Peter Drucker.

Drucker published his first book, "The End of Economic Man," back in 1939. He wrote some 35 books in all before his passing last year at the age of 95. Jackson has published his own works but he bows to Drucker, as so many do, as the "guru of modern management."

This is part of the reason that Jackson stresses the Drucker School is a management school and not a business school. There is a difference. Management is leadership, according to Jackson, and a business course does not teach the ethical side of it.

In fact, he agreed with the *Business Journal* when we suggested that business ethics might be an oxymoron. Still, it is true, he tells us, that some leadership qualities can be "toxic." Corrupt leaders, like Stalin, Hitler and in our own times, Qadhafi or Hussein do have the ability to lead people in the wrong direction. This is because, as he described it to us, there is leadership, and then there is "followership." It is that combination that gives us Iraq, as well as Enron.

Jackson is an avid reader of history. He believes in the adage that those who won't learn from history are condemned to repeat it. Here, he believes, are the lessons of leadership. He lists Truman and Churchill as examples. Churchill, Jackson reminds us, was able to ask his nation for

"blood, sweat and tears" and get it.

He also believes in the Peter Principle, in which qualified people get promoted until they reach a level of inadequacy.

"They're all alone there," he tells us. "They are in an area which they haven't been trained for." This, again, is because business schools don't teach management, or ethics.

He cites the Johnson & Johnson Company, who did not set out to make money for their shareholders—they set out to provide medical

supplies to nurses. Their intention was to do good. The money and the success followed.

Ira Jackson himself is a success story.

He grew up a Bostonian. He attended Harvard, worked for the mayor of Boston and helped to fight the bigotry of that town where, especially on the Southside, it is almost legendary.

His work there even led him to create a mayoral management school at Harvard that continues today.

Later, at BankBoston, he generated a financial program to allow the community to develop their economic dreams. That earned him the Ron Brown Award for Corporate Citizenship. Following that, he doubled the endowment and fund-raising efforts of Arizona

State University as president and CEO of the school's foundation.

This eventually led him to Claremont.

Jackson, like Drucker before him, believes that the most important asset of any organization is its people. Are there company managers out there who believe that people are easily

replaced? Of course there are. Those companies, however, pay a high price in recruitment and training and exit strategies and even unemployment because they don't see the value of

managing the people that they have.

One of the first things that you learn in any management class is "resistance to change." You can't move the employees will say, because they have never faced that direction before.

Jackson points out that managers also have a resistance-to-change element in them. They expect that everything should run the same way and they insist on treating every employee the same. Some of those people may need a "pat on the head" rather than a "kick in the butt," but many managers in the corner office don't understand the difference.

Jackson also subscribes to the theory, fostered by a number of 21st century companies, of getting the manager out of that

corner office and of getting the people out into the community. Not in the old-fashioned door-to-door manner; rather in the community involvement manner.

Drucker once said that the fax, the phone and the modem are the office of today. Jackson agrees. A Blueberry and a text capable phone in the middle of gridlock lets today's businessperson conduct business. But service to the community in which the company does business is both a way to pay back and a way to keep fresh.

This is why the Drucker Institute has created the Leader To Leader Institute.

The Leader To Leader institute's mission is to strengthen the leadership of the social sector. Established in 1990 as the Peter F. Drucker Foundation for Nonprofit Management, the institute furthers its mission by providing social sector leaders with the essential leadership wisdom, inspiration and resources to lead for innovation and to build vibrant social sector nonprofit organizations.

It is this essential social sector, in collaboration with its partners in the private and public sectors, that change lives and builds a vigorous society of healthy children, strong families, decent housing, good schools and work that dignifies—all embraced by the diverse, inclusive, cohesive community.

Jackson and the Leader To Leader Institute believe that a healthy society requires three vital sectors: a public sector of effective government; a private sector of effective businesses; and a social sector of effective community organizations.

The mission of the social sector is changing lives. It

*continued on page 12*



## Southland Home Sales Slowest in Nine Years; Price Gains Lower

Southland home sales downshifted last month to the slowest pace in nine years as the rate of appreciation fell to the lowest level since fall 1999, a real estate information service reported.

A total of 22,712 new and resale homes sold in Los Angeles, Riverside, San Diego, Ventura, San Bernardino and Orange counties last month, DataQuick Information Systems reported. That was down 22.3 percent from 29,237 sales in June and down 26.9 percent from 31,069 sales in July last year.

Last month's sales total marked the lowest for a July since 1997, when 22,302 homes sold, and fell below the July average of 24,669 going back to 1988. The strongest July was in 2003, when 33,561 homes sold, while the weakest was in 1995, with 15,077 sales.

While sales generally decline from June to July, last month's 22.3 percent drop was the biggest since DataQuick began tracking the market in 1988. The 26.9 percent year-over-year decline in last month's sales compared with July 2005 was the sharpest year-over-year drop since August 1992, when sales declined 29.9 percent. Southland sales have declined for eight consecutive months on a year-over-year basis.

"The relatively large drop in sales last month may be nothing more than a statistical blip, but it could also be a sign of fast-petering demand for homes at today's prices," said Marshall Prentice, DataQuick president.

"Our sense has been that many who bought homes in recent years purchased them sooner than they otherwise would have because of very low interest rates and a great sense of urgency, given the fear of being priced out forever or missing out on a great investment. That phenomenon helps explain why there's not more demand today. Whether July's data also signal something more ominous at work in the market—something that would cause a severe correction in home values—is unclear to us. We'll know a lot more in a few months."

The median price paid for a Southland home was \$492,000 last month. That was down 0.2 percent from June's record \$493,000, and up 4.9 percent from \$469,000 in July last year. Last month's 4.9 percent annual increase in the Southland median was the smallest since October 1999, when the \$191,000 median rose 3.8 percent.

DataQuick, a subsidiary of Vancouver-based MacDonald Dettwiler and Associates, monitors real estate activity nationwide and provides information to consumers, educational institutions, public agencies, lending institutions, title companies and industry analysts.

The typical monthly mortgage payment that Southland buyers committed themselves to paying was \$2,437 last month, the same as the previous month and up from \$2,052 a year ago. Adjusted for inflation, current payments are about 6.2 percent above typical payments in the spring of 1989, the peak of the prior real estate cycle.

Indicators of market distress are still largely absent. Financing with adjustable-rate mortgages has trended lower over the past year. Foreclosure activity is rising but is still low in a historical context.

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## The Cost of the Crutch:

*continued from page 1*  
tobacco.

Still drugs and alcohol hold the center spotlight as the big hitters.

Alcohol could have started with a simple social drink that leads to an ocean of misery.

Drugs could have started from a simple joint after school or from a painkiller from the dentist. Whatever started it, it becomes a crutch, and more. It becomes a way of life.

True, there are many people who could not even identify the distinctive sickly sweet smell of pot. These people probably consider cherry-flavored Alka-Seltzer to be a recreational drug. Their strongest drink may be Red Bull, or a Starbuck's double caffeinated latte.

But others might go so far as to sell a kid for a fix.

Yes, right here in the Inland Empire.

San Bernardino's former District Attorney, Dennis Stout made abundantly clear, many times, that this is the Methamphetamine capital of America. He also pointed out that the "meth labs" are not just in trailers up in the high desert. Police have busted rolling labs in trucks running through our cities.

State Superior Court Judge Tara Reilly pointed out to the *Business Journal* that it gets even worse with the kitchen labs that exist right here in our neighborhoods. Judge Reilly was the keynote speaker at the Salvation Army dinner and told the audience "I don't know what the Army does, but they work miracles." Actually Judge Reilly has five or six residential programs that she can direct defendants to, as well as an 18-month program called "Pride."

What price does business pay and who actually carries the cost burden?

Estimates for a first offense DUI can run anywhere from \$3,000 on up, depending on court costs, cost of legal council, fines, lost wages, etc.

Second and third offenses multiply greatly.

But the cost does not end there.

Consider the cost of the courts. That's taxpayer dollars. Then there is the cost to the company. Missing employees can create down time, not to mention the cost of temps or replacement and just the lost man-hours.

Costs for bigger infractions can be even worse. Drug possession and drug possession court costs and imprisonment get more expensive consistently.

If the substance abuser has not been caught and is not "in the system," he or she may still be causing slowdowns in the workplace, even expensive mistakes.

Law and technology have to keep pace as well. What are known as designer drugs create legal problems. The law defines criminal drugs by specific wording. A kid with a dangerous knowledge of chemistry can change the recipe by as little as one molecule and the drug runs outside of the law's definition. Just the cost of keeping up with the latest chemical fades can cost tax dollars, both in law and forensics.

Simply making everything illegal doesn't work. That was tried with alcohol during Prohibition and it created a great criminal underground. Much the same exists today in illegal drug trafficking.

Total bans create forbidden fruit.

Then there are those who want to decriminalize lesser abuse offenses. No less than John Walsh, of America's Most Wanted, has stated that it would be better to get cops off of the high school pot beat and free them up to pursue worse crimes like kidnapping and child molestation.

So.

Business wants to know, what is the answer?

There are no easy answers. At the Salvation Army dinner

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## CORPORATE PROFILE

## AppleOne, Where the Jobs Are

AppleOne was founded in 1964, and built on a policy of helping quality individuals achieve their employment goals; AppleOne has grown to become the single largest privately-owned employment service in North America.

Offering full-service career assistance and numerous special benefits, AppleOne has helped potential employees with everything from temporary projects to direct hire (permanent placement) positions. And, with over 200 offices located throughout the United States and Canada, there's always an AppleOne close to the places where people live and work!

Here in the Inland Empire, the company's regional vice-president, Shane Riley, oversees the several AppleOne offices. Riley spoke about the company, the competition and the state of business in our area as seen from his window.

In the beginning there were no computers in offices. Secretaries needed shorthand skills and the ability to type 90 words a minute. Today the sign outside the Rancho Cucamonga AppleOne office seeks someone skilled in Microsoft Word and PowerPoint. Riley believes that the company's private ownership gives it the ability to watch for such trends over the years and be able to adapt to them.

Originally when the company began in Los Angeles, they only had to deal with full-time hires, not part-time or short-term project hires. All of that came about later.

The company's founder believed on being just a jump ahead of the industry and is still today involved with the business. Being able to accommodate what's happening now, Riley told us, comes from planning for it years ago. What will happen by 2010 is what they are

preparing and forecasting for now.

Of course, the unexpected cannot be planned for. While AppleOne was not affected by Katrina in New Orleans, they did have to deal with the job losses and confusion in New York and New Jersey after 9-11. These forecasts have to deal with the vagaries of not just the Inland Empire. The company has to plan from Glendale where they are based, through Orange County, the Midwest and on back to New York.

"You multiply that by a nationwide factor because we have multiple regions," Riley explained. Certainly it would have been possible to see the growth of the Carolinas over the last decade, with their acquisition of an NFL franchise and the job and population growth. Then there is Harlem. What happened when Bill Clinton decided to open his office and move up there changed the area's economy.

Nonetheless, the owner still goes into the local offices to sit down with the people in the trenches, taking an interest in their families and how they are doing. The company policy is one of mentoring, culturing, developing and bringing up from the entry level to the top. Fortune 500 companies call Apple One, and Riley has to wonder why they never thought to develop talent internally.

Riley points out that they often cost themselves business by suggesting such ideas to other companies. When they get a call for VP talent, their first question is to find out if there isn't someone inside whose ready for the move up. Think of a Rancho Cucamonga Quakes' player who gets that call from the Angels right in the middle of the season.

The AppleOne model is to bring their own people up. A

lady may start as the front desk receptionist, but she is groomed to move to the next level. Likewise, Riley says, all companies should establish mentoring programs where people are encouraged to find people under them who are ready and willing to learn.

This, he continued, makes tenure at AppleOne amazing in an industry known for very high turnover.

From the sales standpoint, he admits that it's a matter of bringing good companies together with good people. If you don't do a good job on that, then your clients end up losing revenue and turning over their staff. At AppleOne, because of their development policies, their upper management has worked their way up and knows all of the ropes and pitfalls of the company.

What Riley really finds exciting is what they refer to as authentic success. It involves being happy in the workplace and being happy at home. AppleOne really tries to create an environment that brings about a happy balance. People with a happy home life will outperform their coworkers in the workplace. Conversely, people who are not happy at work have a tendency to take their problems home with them.

Riley believes that the employers who try to squeeze what they can out of employees pay a price that they don't understand. AppleOne understands.

AppleOne is more than just a job. It's a place where people can find the flexibility to pursue their interests while building a career! AppleOne is committed to its employees and its clients. They can assist people throughout their interviews and their new jobs, and to listen to the thoughts and needs of people

when they are ready to make a change. They also listen to the needs of the employer.

Should the person in the job that they filled leave, through termination, self-termination or advancement, they are ready to take on the responsibility of refilling the slot. AppleOne takes pride in their screening process and realizes that not everyone who is unemployed is necessarily employable.

Shane Riley agrees with Dr. John Husing that the Inland Empire is a labor rich environment, but he proudly points out that a company like AppleOne can do much more in providing and screening employees than many companies who don't have those vital four decades of experience.

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## INVESTMENTS &amp; FINANCE

## DUFF &amp; PHELPS/INLAND EMPIRE BUSINESS JOURNAL

THE GAINERS  
Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	%Change
Watson Pharmaceuticals Inc	25.29	22.39	2.90	13.0%
Pacific Premier Bancorp Inc	12.22	11.13	1.09	9.8%
Channell Commercial Corp	3.15	3.00	0.15	5.0%
PFF Bancorp Inc	38.26	37.55	0.71	1.9%
American States Water Co	37.04	37.85	-0.81	-2.1%

THE LOSERS  
Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	%Change
Hansen Natural Corp	29.51	45.99	-16.48	-35.8%
Keystone Auto Industries Inc	34.68	42.65	-7.97	-18.7%
HOT Topic Inc	11.97	14.70	-2.73	-18.6%
Modtech Holdings Inc	5.38	6.60	-1.22	-18.5%
National RV Holdings Inc	4.00	4.70	-0.70	-14.9%

Company	Ticker	8/21/06 Close Price	7/31/06 Open Price	% Chg. Month.	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Co	AWR	37.04	37.85	-2.1	43.79	28.65	21.4	NYSE
Channell Commercial Corp (L)	CHNL	3.15	3.00	5.0	10.25	2.97	NM	AMEX
CVB Financial Corp	CVBF	14.49	14.89	-2.7	17.30	13.78	14.9	AMEX
Fleetwood Enterprises Inc	FLE	6.88	7.12	-3.4	13.69	6.42	98.3	NYSE
Hansen Natural Corp.	HANS	29.51	45.99	-35.8	52.72	9.89	33.3	AMEX
HOT Topic Inc	HOTT	11.97	14.70	-18.6	16.30	10.78	36.3	AMEX
Keystone Automotive Ind. Inc	KEYS	34.68	42.65	-18.7	46.92	25.22	23.6	AMEX
Modtech Holdings Inc (L)	MODT	5.38	6.60	-18.5	11.27	5.31	NM	AMEX
National RV Holdings Inc	NVH	4.00	4.70	-14.9	7.05	4.00	NM	NYSE
Pacific Premier Bancorp Inc	PPBI	12.22	11.13	9.8	13.25	10.58	13.1	AMEX
PFF Bancorp Inc (H)	PFB	38.26	37.55	1.9	39.49	27.01	17.2	NYSE
Provident Financial Hldg	PROV	29.72	30.81	-3.5	33.15	25.04	12.1	AMEX
Watson Pharmaceuticals Inc	WPI	25.29	22.39	13.0	36.93	21.35	21.4	NYSE

Notes: (H) - Stock hit fifty two week high during the month, (L) - Stock hit fifty two week low during the month, NM- Not Meaningful

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## Five Most Active Stocks

Stock	Month Volume
Hansen Natural Corp.	153,276,393
Hot Topic Inc.	19,842,322
Watson Pharmaceuticals Inc	16,114,400
Fleetwood Enterprises Inc.	7,138,800
Keystone Automotive Industries Inc	5,196,400
D&P/IEBJ Total Volume Month	209,190,476

Monthly Summary  
8/21/06

Advances	4
Declines	9
Unchanged	0
New Highs	1
New Lows	2

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"Laws were made to be broken"  
Christopher North, May, 1830

"Had laws not been, we never had been blam 'd; for  
not to know we sinn 'd is innocence"  
Sir William Davenant  
1606-1668

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# Banks in the Inland Empire

Ranked by Total Assets as of September 2005

continued on page 33

	Bank Name Address (Headquarters) City, State, Zip	Assets Size \$ (Millions) Assets % Change (12 Month)	Return on Average Equity (R.O.E.)	Core Capital As a % of Assets	Nonperforming loans & Debt Secs. as a % of Core Capital & Loans Loss Reserves	Income Before Extraordinary Items (\$000)	Top Local Executive/Title Address (L.E.) if different City, State, Zip Phone/Fax E-Mail Address
1.	U.S. Bank 800 Nicollet Mall 2nd Floor Minneapolis, MN 55402	82,023 9	15.40	7.89	8	1,436,064	Dawn Pather/Branch Manager 27280 Jefferson Ave., Ste. 100 Temecula, CA 92590 (951) 296-6530/296-6527
2.	Union Bank of California 400 California St. San Francisco, CA 94104	45,841 9	19.39	8.46	4	379,179	Greg R. Adamson/Regional V.P. 3403 10th St., Ste. 605 Riverside, CA 92501 (951) 321-3854/321-3858 greg.adamson@uboc.com
3.	Bank of the West 12545 Central Avenue Chino, CA 91710	30,813 85	8.16	9.56	5	200,473	Linda V. Reed/Branch Manager/V.P. 12545 Central Ave. Chino, CA 91710 (909) 627-7601/627-6020 lreed@bankofthewest.com
4.	City National Bank 400 N. Roxbury Dr. Beverly Hills, CA 90210	13,271 9	17.10	8.13	3	102,248	Karen Carver/Branch Manager 3484 Central Ave. Riverside, CA 92506 (951) 276-8800/276-887
5.	California Bank & Trust 4320 La Jolla Village Drive San Diego, CA 92122	9,682 10	14.30	6.42	5	70,134	Lorie Schulenberg/Sr. Vice President/Mgr. 41615 Winchester Rd. Temecula, CA 92590 (951) 296-2422/296-2412 lschulenberg@calbt.com
6.	Citizens Business Bank 701 N. Haven Ave., Ste. 350 Ontario, CA 91764	4,356 24	16.26	8.15	0	29,348	Christopher D. Myers President/CEO (909) 980-4030/481-2130 www.cbbank.com
7.	PFF Bank and Trust 350 S. Garey Ave. Pomona, CA 91766	3,608 17	12.6	7.89	3.0	22,350	Kevin Mc Carthe President/CEO (909) 623-2323/620-0296 www.pff.com
8.	Valley Independent Bank 1498 Main St. El Centro, CA 92243	2,423 29	5.70	8.12	10	4,275	Keith Goff/Executive V.P. 74-199 E. Paseo Dr., Ste. 102 Palm Desert, CA 92260 (760) 776-4100/674-2516
9.	Community Bank 790 E. Colorado Blvd. Pasadena, CA 91101	1,783 21	13.76	8.46	4	9,745	Sue Cornejo/Executive V.P. 200 E. Citrus Ave. Redlands, CA 92373 (626) 568-2129/568-2115 marketing@cbank.com
10.	Bank of America 3650 14th Street Riverside, CA 92501	1,601	10.99	8.17	0	4,988	Barbara Robinson I.E. Market President/Southwest Div. Exe. (949) 760-4692/760-4640 barbara.l.robinson@bankofamerica.com
11.	Vineyard Bank 1260 Corona Pointe Ct. Corona, CA 92877	1,151 89	14.73	11.27	0	7,469	Norman Morales President/CEO (951) 271-4279/817-0316 dsman@vineyardbank.com
12.	Wells Fargo Bank 420 Montgomery St. San Francisco, CA 94163	967 28	19.22	9.61	3	8,854	Andy Wong/Market President 1000 Lakes Drive, Suite 305 West Covina, CA 91730 (626) 919-3221 andy.wong@wellsfargo.com
13.	Foothill Independent Bank 510 S. Grand Ave. Glendora, CA 91741	744 15	14.46	9.60	0	4,938	Matt Wagner President/CEO (310) 458-1521/451-4555 mwagner@foothillbank.com
14.	Union Bank of California 140 S. Arrowhead Ave. San Bernardino, CA 92408	662 6	10.72	7.53	2	3,735	Takshi Morimura President/CEO (909) 888-2265/885-6173 alan@businessbank.co
15.	Temecula Valley Bank 27710 Jefferson Ave., A-100 Temecula, CA 92590	527 36	25.02	9.64	10	5,503	Stephen H. Wacknitz President/CEO (909) 694-9940/694-9194 swacknitz@temvalbank.com
16.	Community National Bank 4381 Kalmia Murrieta, CA 92562	502 18	15.97	10.87	2	2,059	Mike Perdue/President/CEO 900 Canterbury Place Escondido, CA 92025 (760) 432-1100/432-1119 bballwey@mycnonline.com
17.	Desert Community Bank 12530 Hesperia Road, Suite 101 Victorville, CA 92392	453 21	10.96	9.10	3	2,187	Ronald L. Wilson/Chairman/Pres./CEO 14800 La Paz Drive, Victorville, CA 92392 (760) 243-2140/243-0310 rlwilson@dcbk.org
18.	Palm Desert National Bank 73-745 El Paseo Palm Desert, CA 92260	334 56	15.61	7.55	7	1,819	Randall D. Miller President/CEO (760) 340-1145/340-1387 solutions@pdnb.com
19.	1st Centennial Bank 218 E. State St. Redlands, CA 92373	333 42	10.19	8.26	1	1,482	Thomas Vessey President/CEO (909) 798-3611/798-1872 tvessey@1stcent.com
20.	American Security Bank 1 MacArthur Place, Suite 110 Santa Ana, CA 92707-5938	327 73	10.25	7.47	11	1,731	Jim Verplane/S.V.P./Manager 123 E. 9th Street, Ste. 102 Upland, CA 91786 (909) 919-2545/982-8319 bstevenen@amsecbank.com

## COMPUTERS/TECHNOLOGY

# Another Month, Another iPod Column

by J. Allen Leinberger

Forgive me for yet another iPod article.

Most of the contacts I have in the computer industry agree that the iPod and its associated products, like speakers and belt packs, are the biggest thing happening in the computer world today.

Granted, Apple has switched from Motorola to Intel chips and made the Mac compatible with Windows through its Boot Camp program, but that is half cosmetic and half white flag.

So, let's get back to the iPod.

I owe you a field test. I recently sang the praises of the Bose Quite Comfort 2 headphones as a replacement for the little plastic ear buds that come with the MP3 unit. But I mentioned in the article that the Bose headset was originally designed as a deterrent to noise in tanks, aircraft and other military vehicles.

So, recognizing my responsibility to you, the IEBJ reader, I climbed aboard a Southwest Airlines flight from Ontario to Las Vegas to test the design on a plane.

By way of gratuitous plug, Southwest is the largest airline flying out of Ontario, representing over 50 percent of ONT's passenger load. They have curbside check-in and all of the dry roasted peanuts and soda pop you can consume while on board. There is no first-class seating, but the coach seats seem to have more legroom than most planes.

I will not say that Southwest is noisy, but any commercial flight has some audible sound, what with the engines and the wind outside. It is inevitable.

The worst flight I ever had for noise was an Air Force C-130, flying over the North Pole

in the middle of January many years ago. It had no sound-proofing. No insulation. Nothing but a thin aluminum air skin between the elements and me. The powerful C-130 turbo prop engines roared through the cabin. And one of them was out of sink with the other three. The din was deafening. I could not only hear it, I could feel it.

But I digress.

Aboard Southwest I began my test with step one. Regular ambient cabin noise. It's not bad but you do have to speak up in order to order your club soda with lime.

Step two was to put the Bose headset on. There is an immediate noticeable decrease in noise.

Step three is to throw the switch on the headset. This engages the circuitry in the headset that Dr. Bose designed to mute the outside sounds. There is an amazingly noticeable drop in engine noise.

The last step is to turn on the music. The brassy opening riff of John Barry's orchestra and the soaring voice of Dame Shirley Bassey singing "Goldfinger" effectively cuts out all of the leftover sounds.

The Bose QC2 is remarkably effective with the iPod on or off of a plane. If there is a drawback, it is that I never did hear the captain's message over his scratchy speaker system telling us that we were preparing to land in Vegas.

Bose now makes a smaller QC3 headset, which fits on top of the ears instead of around them. I am equally impressed with these little "cans." Both sets are not only better than the stock ear buds; they are also superior to the Koss Sport headphone that I have been using. The Koss phones, however, are smaller and carry easier.

Meanwhile, for those of you who prefer to listen to your MP3 player back here on the ground, Apple has announced that it has teamed up with Ford Motor Company, General Motors and Mazda to deliver seamless iPod integration across the majority of their brands and models, making it easy for iPod users to enjoy and control their iPod's sound through their car's stereo system. With the addition of these models, more than 70 percent of 2007-model U.S. automobiles will offer iPod integration.

"We're delighted that Ford, General Motors and Mazda will support iPod connectivity in nearly all of their new models," said Greg Joswiak, Apple's vice president of Worldwide iPod Product Marketing. "Now more than 70 percent of 2007-model US automobiles will offer iPod integration, with General Motors alone making it available on all 56 of its models, representing millions of cars and trucks."

This will eliminate the one small complaint that I have with the Sonnet Podfreq FM system that I use now. Once in a while it will pick up interference from some random college radio station.

Ford and General Motors will feature iPod integration in the majority of their 2007 models in the U.S. beginning later this year, while Mazda's entire global 2007 lineup of cars and SUVs will offer iPod connectivity. iPod offerings for Ford, General Motors and Mazda provide drivers with outstanding sound quality while charging the iPod, while conveniently storing the iPod in the glove compartment. Seamless iPod integration also allows drivers to use their car's

multifunction controls to select their music using artist, album, play list or shuffle songs, as well as to easily skip between tracks and play lists. You can find more by checking [www.apple.com/ipod/ipodyourcar/](http://www.apple.com/ipod/ipodyourcar/).

You may recall that a couple of months ago I predicted that the video iPod would change the way TV is produced. Well, the revolution has begun.

"Aquaman," a show from the people who brought us "Smallville," was supposed to begin this fall. With the merger of UPN and the WB, it got cancelled. Nevertheless, the pilot episode was added to the iTunes video library for purchase at \$1.99. It immediately became the number one video download on the net.

Other programmers and producers will see this and take note. Watch for download-only programs coming soon to a computer near you.

And if all of that isn't enough, the iPod is coming to the Inland Empire. The Podcast and Portable Media Expo is scheduled for Sept. 29 - 30 at the Ontario Convention Center.

This international event promises to bring together podcasters, media, corporate executives and device makers. Their Website is [www.portablemedia-expo.com](http://www.portablemedia-expo.com)

That's all for the iPod from me.

For now.

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See page 13 for details!



## EDITORIAL

## Healing the 9-11 Wounds

It has been five years since Sept. 11, 2001.

Like the assassination of JFK or the attack on Pearl Harbor, 9-11 has been a generational high water mark. A "where were you when?" event. Even, dare I say, a redefinition of the times? It made us change our attitudes about security, profiling, civil liberties and just what constitutes the "homeland." It has brought the tribal feud of the Middle East back to center stage. It has changed what people were calling "the end of history." For many it was the official beginning of the twenty first century.

But what has happened in the last five years?

Speaking in Riverside last month, former House Speaker Newt Gingrich reminded us that in the five years after Pearl Harbor, we liberated Africa, Europe and the South Pacific, launching a two ocean navy in the process, and then brought the troops home and cut the military by some 90 percent.

Today, like Russia before us, we have gotten mired in Afghanistan, we can't get out of Iraq and the Hezbollah is sneaking up behind us. Meanwhile,

North Korea is lobbing missiles into the ocean half a world away. And there is no telling what will be happening in Cuba.

Five years ago everything seemed clear. Police and firefighters were heroes. New York Mayor Rudy Giuliani was considered for sainthood and the American flag flew everywhere. Our country was united as seldom before. Left and right agreed that we needed to find Bin Laden. "Don't tread on me!"

Then, like the resistance to \$3 gas, everything smoothed out. Emotions settled and we focused more on important internal things, like who would win "American Idol."

If this fifth anniversary proves anything, it proves that time does more than just heal wounds. It eventually generates an atmosphere of complacency.

Perhaps that is why the recent August airlines plot took us so much by surprise. Still, they caught it in time. As one speaker at last year's Bakersfield Business Conference pointed out, "There hasn't been a 9/11 since 9/11."

We pray it stays that way.

## Ira Jackson:

*continued from page 6*

accomplishes this mission by addressing the needs of the spirit, the mind and the body – of individuals, the community and society. The social sector also provides a significant sphere of individuals and corporations to practice effective and responsible citizenship.

Dean Jackson points out that the Leader To Leader concept came about when Drucker did the math and discovered that fully 10 percent of the GNP (Gross National Product) was in nonprofit funding. Abuse of that much financial power has led to embarrassment and scandals in

the nonprofit arena and that need not, should not, happen.

Today Dean Ira Jackson is thrilled to be tackling the challenge that the Drucker Institute has taken on.

"We need to have the courage to, with imprecise measures, tackle and speak to the phenomena that is taking place today and developments that can take place tomorrow," he said in a recent interview. "We are focused on having effective and ethical leaders and are not embarrassed about that. It's at the core of Peter's thinking. It is a privilege to be associated with his legacy." •

## Generating Energy

by Brian Tracy, Web Site [www.briantracy.com](http://www.briantracy.com)

You may have a thousand different goals over the course of your lifetime, but they all will fall into one of four basic categories. Everything you do is an attempt to enhance the quality of your life in one or more of these areas.

The first category is your desire for happy relationships. You want to love and be loved by others. You want to have a happy, harmonious home life. You want to get along well with the people around you, and you want to earn the respect of the people you respect.

The second category is your desire for interesting and challenging work. You want to make a good living, of course, but more than that, you want to really enjoy your occupation or profession.

The third category is your desire for financial independence. You want to be free from worries about money. You want to have enough money in the bank so that you can make decisions without counting your pennies. You want to achieve a certain financial state so that you can retire in comfort and never have to be concerned about whether or not you have enough money to support your lifestyle.

The fourth category is your desire for good health, to be free of pain and illness and to have a continuous flow of energy and feelings of well being.

The common denominator of these four goals, and the essential requirement for achieving each of them, is a high level of energy. The achievement of even a small amount of success in any one of these areas requires the development and expenditure of energy. Energy is a critical fuel and the one ingredient without which no other accomplishment is possible.

Building and sustaining your energy level is imperative. Since your energy is central to

everything you accomplish, you should be very sensitive to things that either build or deplete it. Here are six keys to building and maintaining a high level of energy and vitality:

**1. Proper weight.** Carrying extra weight on your body is like carrying a pack loaded with bricks on your back - uphill. Excess weight tires you out. It taxes your heart, your lungs, and your muscles. Extra weight forces your body to burn up more energy than it normally would just to maintain life and proper functioning.

**2. Proper diet.** The foods you eat have a tremendous impact on your energy level throughout the day. Changes in your diet can make you feel fresher, more alive, more alert, and filled with greater vitality than you can imagine.

**3. Proper exercise.** The more regularly you exercise, the more energy you have, the better you feel, and the longer you will live. Regular exercise enhances your digestion, reduces the number of hours that you need to sleep, and increases your vitality in the physical, mental, and emotional realms.

**4. Proper rest and recreation.** On average, you need seven to eight hours of good, solid sleep each night. Some people can get by on less. But you should plan and organize your evenings so that you are "early to bed and early to rise." Remember, nature demands balance in all things. If you are going to work hard during the day, you must take time off to rest and recuperate in the evenings and on the weekends.

**5. Proper breathing.** By breathing, I mean deep diaphragmatic breathing, where

*continued on page 26*

## Chamber-Opposed Prop. 86 Jeopardizes Critical Funding, Sets Bad Precedent



STOP THE \$2 BILLION TAX HIKE

The Tobacco Tax Act of 2006 increases the state's excise tax by 300 percent, adding a \$2.60 per pack tax on the price of cigarettes, with increases on other tobacco products sold in California.

The estimated \$2.1 billion from the new tax will be allocated to a variety of public health programs, smoking prevention and cessation programs, as well as children's health insurance, and various public health research programs.

The largest share of the new tax revenues, approximately 40 percent, will go to hospitals to pay for emergency services. Less than 10 percent will actually go toward helping smokers quit or keeping kids from starting.

In addition, Proposition 86 throws millions at program after program without adequate legislative or governmental oversight.

"The California Chamber of Commerce opposes Prop. 86 - the Tobacco Tax Act of 2006. It is a poorly written and conceived proposal that deserves a 'NO' vote on Nov. 7, 2006," said Chamber President Allan Zaremborg.

"Prop. 86 mandates \$2.1 billion in new taxes with virtually no accountability on how the funds will be spent. What's worse - it ties massive spending mandates to this new, unstable tax source, jeopardizing our general fund revenue and expenditures and leaving fewer options for funding critical programs like education and transportation, especially during economic downturns," Zaremborg said.

"Further, it would establish a dangerous precedent by sanctioning the use of the initiative process to allow one business segment to arbitrarily tax another business segment. Other industries could become the targets for more new taxes the next time some special interest group is looking for funding."

## Southland Home Sales

*continued from page 7*

Down payment sizes are stable, as are flipping rates and non-owner occupied buying activity, DataQuick reported.

All Homes	No Sold July-05	No Sold July-06	Pct. Chg	Median July-05	Median July-06	Pct. Chg
Los Angeles	10,711	8,040	-24.9%	\$488K	\$520K	6.6%
Orange County	4,341	2,779	-36.0%	\$601K	\$639K	6.3%
San Diego	4,765	3,370	-29.3%	\$496K	\$487K	-1.8%
Riverside	5,762	4,420	-23.3%	\$385K	\$414K	7.5%
San Bernardino	4,084	3,216	-21.3%	\$328K	\$366K	11.6%
Ventura	1,406	887	-36.9%	\$579K	\$634K	9.5%
So. California	31,069	22,712	-26.9%	\$469K	\$492K	4.9%

## Unstable Revenue Source

Proposition 86 creates new government programs and spending that becomes locked into the state budget.

When revenues drop, the costs for these new programs continue and other new taxes or revenue sources will have to be tapped to make up the difference.

When smokers act on the increased incentive to seek out alternative purchasing channels, in-state taxable sales fall, further challenging the stability of this revenue source.

Since 2000, federal and state governments have increased their cigarette tax rates 65 times. In only six cases of 32 states that raised the tax did the 2004 state tax revenues actually meet or exceed the estimates. The other 26 states fell short of projections by as much as 59 percent.

## Increased Illegal Activity

The increase in price of cigarettes will provide additional incentives for smokers to seek alternative venues to purchase cigarettes where state taxes are lower or can be illegally evaded. Law enforcement agencies such as the Bureau of Alcohol, Tobacco, Firearms and Explosives have concluded that there is a direct relationship between an increase in a state's excise tax and an increase in illegal trafficking.

According to a study by the Board of Equalization, California already loses hundred of millions of dollars annually in tobacco taxes because of smuggling and tax evasion.

## No Education Funding

In 1988, voters passed Proposition 98, which set a funding prior-

*continued on page 32*

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# A Short Overview of Low Desert Communities

It's been called the Low Desert or the Palm Springs area. Some people even think it is a part of the Inland Empire. It has been the home to desert rats and rattle snakes. The tracks of General Patton's tanks from his training days can still be seen.

If you stand in the right spot, you can see The Angel on the Mountain. It has been the home to many Hollywood glitterati, some of which got streets names after them, although it is doubtful that young people today recognize Fred Waring.

The hot springs drew the crowd. After the war, Charley Farrell's Racquet Club and TV show helped to make it famous. Actually the show was Gale Storm's, but Farrell was elected mayor. He wasn't the only famous Palm Springs' mayor either. Years later, pop star Sonny Bono would also hold that honor.

Other names commonly associate with it include Frank Sinatra, Bob Hope and Elvis Presley.

The area has some of the most expensive housing in

Southern California. It has enough date palms to generate an annual festival. It also has some of the best restaurants around.

On the map it is the Coachella Valley, and while primarily it is part of eastern Riverside County, it functions as its own separate world. Business there relies on such groups as the Coachella Valley Economic Partnership.

The Coachella Valley Economic Partnership's purpose is to expand and diversify the regional economy of the Coachella Valley without compromising each community's integrity and quality of life.

Its mission is to utilize a team of investors, community leaders, consultants and staff, to market, facilitate and provide economic information to its clients, investors and community for additional economic opportunities for all residents and businesses.

They recognize and celebrate individual community economic identity, competition and interests through their values of

relationship building, shared vision and ethics.

Among the communities in the partnership are the following:

## Palm Springs

The City of Palm Springs is, as we have established, internationally known as the playground of the Hollywood stars. It is a quintessential town where you can walk down the scenic and historic Palm Canyon Drive for shopping, dining and people watching.

The Palm Springs International Airport brings hundreds of thousands of travelers annually to the Coachella Valley. The year 2004 was a record year with 1.4 million passengers. Served by 12 airlines with 55 daily flights to 16 non-stop destinations, Palm Springs Airport is just but one connection from most markets across the United States.

The airport's airfreight facilities, Interstate 10, and Union Pacific Railroad provide multiple transportation choices. The

Palm Springs Convention Center recently doubled in size with a \$34.7 million expansion.

The city's population is just over 45,000. That's a 6.8 percent growth rate since 2000.

The Agua Caliente Band of Cahuilla Indians operates another of the city's most sought-after attractions, the Spa Hotel and Casino.

Palm Springs is the most popular valley city for television and film production. In 2004, there were 781 days of production throughout the valley, generating \$22 million.

Wind farms, that dot the land on the outskirts of Palm Springs and the Green Energy Peaker Plant, provide alternative energy sources.

The Palm Springs International Film Festival, spearheaded by the late Mayor Sonny Bono, draws more than 70,000 movie lovers and moviemakers and Hollywood celebrities annually every January.

## Cathedral City

The city of Cathedral City is

the second largest city in the Coachella Valley, enjoying its reputation as a major business center with large vacant developable properties along Interstate 10 and the Union Pacific Railroad's transportation corridor. New homes and a newly created downtown with city hall, an IMAX theater and a mixture of national retail chain stores and "mom and pop" businesses help make Cathedral City a small town community with big city atmosphere between Palm Springs and Rancho Mirage.

"Cat" city's population is around 50,000. That's an 18.7 percent growth rate since 2000.

Cathedral City has a good inventory of vacant land for business development, including retail and light manufacturing.

Downtown has been reshaped into a business-friendly locale of retail shops and businesses.

A new city hall anchors a redevelopment of the city's core business district.

## City of Coachella

The City of Coachella is touted as "City of Eternal Sunshine - Gateway to the Salton Sea." The optimistic slogan understates the tremendous large inventory of affordable land, including large tract agricultural acreage being converted to meet the demands of business. Coachella -- including the adjacent unincorporated communities of Thermal and Mecca -- are surrounded by more than 70,000 acres of land irrigated by the Colorado River via a strategic canal system. The water has historically been used to grow some of many of California's largest crops of grapes, lemons, oranges, avocados, figs and persimmons. Tomorrow, it will be used to grow new business and industry such as the proposed entertainment district that could include a theme park, hotels, a sports stadium, junior college and two Indian tribe-owned casinos.

Its population is 30,764.

That's a 35.4 percent growth since 2000.

The city is located within the Coachella Valley Enterprise and Empowerment Zones, offering tremendous state and federal tax incentives for relocating businesses.

Highway 86, nicknamed "NAFTA Highway," carries hundreds of truck trailers between the United States and Mexico through the center of Coachella creating new profitable import/export markets.

Coachella is also poised to take advantage of new development surrounding the Salton Sea, the largest body of water in California. Some \$1.2 billion is committed to the Salton Sea Restoration Project, which will attract geothermal, and other new energy development and multiple new business parks.

The Imperial Irrigation District supplies electricity at lower rates than other energy companies serving the Coachella Valley.

## Indian Wells

The City of Indian Wells, touted as one of the wealthiest per capita cities in America, is home to the internationally televised Pacific Life Open Tennis Masters Tournament at the Indian Wells Tennis Garden, the second largest tennis facility in the nation. Organizations from Fortune 500 to the Republican National Committee flock here for conferences. It's no surprise that the top banks, stock brokerages and accounting offices have created a major financial district here for the Coachella Valley. Gated country clubs and million dollar estates are plentiful.

The Indian Wells population is just under 5,000. That is a 25.3 percent growth since 2000.

Combined, there are 1,500 hotel rooms at the Renaissance, Hyatt Grand Champions, Miramonte and Indian Wells Resort Hotels.

No.1 in Riverside County for income/capital and bank deposits per capita, this is

the Coachella Valley's financial district, enticing brokerage, accounting and banking firms.

Desert Town Hall Indian Wells lecture series features national and international figures such as Vice President Dick Cheney, President Bush Sr., former Great Britain Prime Minister Margaret Thatcher and former Israeli Prime Minister Benjamin Netanyahu.

## Indio

The City of Indio, known for its International Tamale Festival and Riverside County Fair and National Date Festival, is the largest and fastest-growing city in the Coachella Valley. There is plenty of available land for commercial development. The city is redeveloping its downtown to attract more business, especially retail. The Imperial Irrigation District provides affordable electrical rates for industry and residential customers.

Indio's population is just over 66,000. This represents a 34.6 percent growth rate since 2000. It has a straight link to Interstate 10 (Los Angeles-East Coast) and Hwy. 86 (the controversial "NAFTA Highway") to Mexico. It's the center of the Coachella Valley Enterprise and Empowerment Zones, offering tremendous state and federal tax incentives for relocating businesses.

Indio has 606.9 acres of available land for commercial and residential development. The number of firms in Indio has risen from 837 in 1991 to 1,019 in 2003, a gain of 182 firms or 21.8 percent with a large surge in 2003. Retail has been the largest increase. The City of Festivals hosts the International Tamale Festival, the Southwest Arts Festival, Native American ceremonial "pow wows" as well as world-class polo tournaments.

Light manufacturing companies are the majority businesses moving to Indio because of available, affordable land and lower energy rates.

## La Quinta

The City of La Quinta, nicknamed the "Gem of the Desert," is consistently ranked as one of the fastest-growing cities in California. The city also has the fastest-growing business center. Over the last decade, there has been a strategically planned surge in retail and commercial development, including the first Super Wal-Mart store in California.

La Quinta's population is just over 36,145, which is a 52.5 percent growth rate since 2000.

SilverRock Resort has opened with the 7,553-yard Arnold Palmer-designed golf course. The master plan calls for another 18-hole golf course, a high-quality hotel, a boutique hotel, and retail shopping and recreational facilities for the community.

The Highway 111/Washington Street corridor is one of the fastest-growing commercial areas in the Coachella Valley because of plentiful developable land.

The La Quinta Resort and Club, opened in 1926, is one of the best-known international resort getaways for celebrities, pro athletes, and industry leaders.

La Quinta boasts some of the world's finest golf courses, including PGA West and Rancho La Quinta, home of the nationally televised SKINS Games. Each year the La Quinta Arts Festival welcomes the world to view the works of over 250 North American artists in the open-air atmosphere of town center.

Since 1997, La Quinta has generally added jobs faster than the surrounding Inland Empire, which is California's fastest-growing major metropolitan region.

## Rancho Mirage

The City of Rancho Mirage is one of the most vibrant business centers in the Coachella Valley with \$94.9 million in

*continued on page 20*

## Substance Abuse Programs in the Inland Empire

Ranked by Number of Professional Staff

	Name Address City, State, Zip	# of Professional Staff	# of Persons/ Patients Served	Treatment: Alcohol Drug	Adolescent Program Group Sessions Family Counseling	Other Services	Top Local Executive Title Phone/Fax E-Mail Address
1.	Inland Behavioral and Health Services Inc 1963 N. "E" St. San Bernardino, CA 92405	70	4,163	Yes Yes	Yes Yes Yes		Dr. Temetry A. Lindsey President/CEO (909) 881-6146/881-0111
2.	Loma Linda University Behavioral Medicine Center 1710 Barton Rd. Redlands, CA 92373	70	1,001	Yes Yes	No Yes Yes	Chronic Pain-Medication Dependency Program	Art Earll Recovery Services Director (909) 558-9200/558-9262 www.llabmc.com
3.	BHS/American Recovery Center 2180 W. Valley Blvd. Pomona, CA 91768	65	2,096	Yes Yes	Yes Yes Yes		Booker Bledsoe Administrator (909) 865-2336/865-1831 bhs-inc.org
4.	Betty Ford Center 39000 Bob Hope Dr. Rancho Mirage, CA 92270	65	3,200	Yes Yes	No Yes Yes		John Schwarzkose President/CEO (760) 773-4101/773-4141 www.bettyfordcenter.org
5.	Cedar House Rehabilitation Center 18612 Santa Ana Ave. Bloomington, CA 92316	60		Yes Yes	No Yes Yes	Detox, Outpatient, Sober Living, DUI Program	Rodger Talbott Chief Executive Officer (951) 421-7120/421-7128 rtalbott@cedarhouse.org
6.	Inland Valley Recovery Services 916 N. Mountain Ave., Ste. A Upland, CA 91786	46	4,500	Yes Yes	Yes Yes No	Domestic Violence, DUI	Stacy L. Smith Executive Director (909) 932-1069/579-0243 www.inlandvalleyrecovery.org
7.	Riverside Recovery Resources 565 Chaney St. Suite G Lake Elsinore, CA	38	6,450	Yes Yes	Yes Yes Yes	Residential Detox for Men, Residential Women w/Children, DUI Program, Parenting Classes	Derrick Bruce Harvey Executive Director (951) 674-5354/674-5227 www.riversiderecoveryresources.org
8.	Matrix Institute 9375 Archibald Ave., #204 Rancho Cucamonga, CA 91730	9	600-800	Yes Yes	Yes Yes No	Drug Court, Prop. 36	Deborah Service Administrative & Clinical Director (909) 989-9724/989-0249 deborahs@matrixinstitute.org



## Golf Courses in the Inland Empire

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Listed Alphabetically

Course Name Address City, State, Zip	Mgmt. Co. or Owner Type of Course Membership Fees	Green Fees: Weekdays Weekends	Length of Course (Yds.) # Rounds played Yearly	Year Built Course Designer Reservation Phone	Top Local Pro or Manager Title Phone/Fax E-Mail Address
<b>Caliente Springs R.V. Resort &amp; Golf Course</b> 70-200 Dillon Rd. Desert Hot Springs, CA 92241	Tim Manthei Resort/Semi-Private N/A	\$12 \$12	785 na	1997 Ray Ramirez (888) 894-7727	<b>Dan Blomberg</b> General Manager (760) 329-2979/251-2672 calientesprings@calientesprings.com
<b>Calimesa Country Club</b> 1300 S. Third St. Calimesa, CA 92320	Calimesa Country Club, Inc. Public \$1,500 Indv./\$1,800 Family	\$27 (w/cart) \$35 (w/cart)	5,970 40,000	1965 William Bell (909) 795-2488	<b>Troy Burton</b> General Manager (909) 795-2488/795-3578
<b>Cathedral Canyon Country Club</b> 68311 Paseo Real Cathedral City, CA 92234	Club Corp. Semi-Private \$1,500 - \$2,500	\$40 - \$85 \$45 - \$85	6,502 68,000	1972 David Rainville (760) 328-6571	<b>Robert Burk</b> General Manager (760) 328-6571/328-6716
<b>Colton Golf Course</b> 1901 W. Valley Blvd. Colton, CA 97324	Public N/A	\$15 \$20	3,108 70,000+	1961 Robert Trent Jones Sr. (909) 877-1712	<b>Tad Juday</b> GM/Superintendent (909) 877-1712/877-2226
<b>Cross Creek Golf Club</b> 43860 Glen Meadows Temecula, CA 92590	Links Management Semi-Private \$17-20,000	\$60-\$65 \$85	6,803 N/A	2001 Arthur Hills (909) 506-3402	<b>Randy Shannon</b> General Manager (951) 506-3402/506-6802 crosscreekgolfclub.com
<b>Date Palm Country Club</b> 36-200 Date Palm Dr. Cathedral City, CA 92234	M.H.C. Semi-Private \$2,000	\$45/\$35* \$45/\$35* (*Twilight)	3,083 35,000	1972 Ted Robinson (760) 328-1315	<b>Victor Falo</b> General Manager (760) 328-6514/321-2473
<b>Desert Dunes Golf Club</b> 19-300 Palm Dr. Desert Hot Springs, CA 92240	Dennis Lee Public \$200	\$100 \$110	6,876 45,000	1989 Robert Trent Jones Jr. (760) 251-5370	<b>Mark Tansey</b> General Manager (760) 251-5370/251-5371 desertdunes.com
<b>Desert Willow Golf Resort</b> 38995 Desert Willow Dr. Palm Desert, CA 92211	Kemper Sports Resort N/A	\$65-\$75	7,056/6,913 75,000	1997/1998 Michael Hurzdan, Dana Fry, John Cook (760) 346-7060	<b>Rodney Young</b> General Manager (760) 346-7060/346-7444 info@desertwillow.com
<b>Eagle Glen Golf Club</b> 1800 Eagle Glen Pky. Corona, CA 92883-0620	Troon Golf Public N/A	M-Th \$75/\$60/\$45 F-S \$100/\$85/\$60	6,930 na	1999 Gary Roger Baird (909) 272-4653	<b>Phil Lopez</b> General Manager, PGA (951) 272-4653/278-0322 eagleglencg.com
<b>El Prado (2 Courses)</b> 6555 Pine Ave. Chino, CA 91710	Public N/A	\$24 \$32	6,508/6,671 55,000/57,000	1976 H. & D. Rainville (909) 597-1753	<b>Bruce Janke</b> General Manager (909) 597-1753/393-5061
<b>El Rancho Verde Royal Vista</b> 355 E. Country Club Dr. Rialto, CA 92377	Waterhouse, Inc. Public N/A	\$25 \$40 (w/cart)	6,844 55,000	1957 Harry Rainville (909) 875-5346	<b>John Crooker</b> Director of Golf/GM (909) 875-5346/875-0228
<b>El Rivino Country Club</b> 5530 El Rivino Rd. Riverside, CA 92519	El Rivino Country Club, Inc. Public \$48	\$18 \$31	6,437 na	1956 na (909) 684-8905	<b>William Anderson</b> Golf Pro (951) 684-8905/684-7964
<b>Empire Lakes Golf Course</b> 11015 Sixth St. Rancho Cucamonga, CA 91730	Crown Golf Properties Public Yes	\$55/\$35* \$80/\$50* (*Twilight)	5,200/6,923 na	1995 Arnold Palmer (909) 481-6663	<b>Eugene Park</b> General Manager (909) 481-6663/481-6763 info@empirelakes.com
<b>General Old Golf Course</b> 6104 Village West Dr. Riverside, CA 92518	Donovan Bros. Golf Public N/A	\$20/\$13* \$29/\$18* (*Twilight)	6,753 na	1956 na (909) 697-6690	<b>Sue Clonan</b> General Manager (951) 697-6690/697-6694
<b>The Golf Resort at Indian Wells</b> 44-500 Indian Wells Ln. Indian Wells, CA 92210	Public N/A	\$45-\$140 \$55-\$140	6,232 (Mens Reg.) 98,000	1986 Ted Robinson (760) 346-4653	<b>Allen Jones</b> General Manager (760) 346-4653/773-9032
<b>Green River Golf Club</b> 5215 Green River Rd. Corona, CA 92880	Green River Golf Corp. Public N/A	\$30 (Sr. \$25) \$37 (Jr. \$10)	6,470/6,275 150,000	1958 Lawrence Hughes (909) 737-7393	<b>Judy Jaguchi</b> General Manager (951) 737-7393/737-7432
<b>Green Tree Golf Course</b> 14144 Green Tree Blvd. Victorville, CA 92392	City of Victorville Public \$100/Month	\$19 \$23	6,643 32,000	1964 Bill Bell (760) 245-4860	<b>Janie Lynch</b> Golf Activities Supervisor (760) 245-4860/955-5279
<b>Heritage Palms Golf Club</b> 44291 Heritage Palms Dr. Indio, CA 92201	Public N/A	\$40-\$120 \$40-\$120	6,727 na	1996 Arthur Hills (760) 772-7334	<b>Gordon Leith</b> Director of Golf (760) 772-7334/360-4124
<b>Hesperia Golf &amp; Country Club</b> 11970 Bangor Ave. Hesperia, CA 92345	Mega Factors LTD Semi-Private \$125	\$20 \$25	6,996 na	1955 Bill Bell Jr. (760) 244-9301	<b>Jerry McCoroy</b> General Manager/Hesperia, (760) 244-9301/244-9238 hesperiacc@aol.com

## EXECUTIVE NOTES

The **City of Rancho Cucamonga** has again been awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) of the United States and Canada for its comprehensive annual financial report (CAFR), bringing it to 18 consecutive years that the city has received this award. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. . . . . **Dan Duir**, CPA, a Claremont resident and partner at Parke, Guptill & Company, LLP, CPAs, has been appointed as treasurer of AYSO, Region 3 in Claremont. **Parke, Guptill & Company, LLP** is a CPA firm, founded in 1964. The firm recently moved to a nw building in Ontario from West Covina. Dan currently resides in Claremont with his wife, Kelly, and their three sons. The Duir family is involved in several sports, school and community activities. Dan is starting his eleventh year of AYSO soccer. His wife, Kelly, serves on boards at the kids' school. . . . . The North San Bernardino Rotary Club has presented to Russell Fritz, one of the highest honors the club can bestow. Fritz, who is also commanding officer of the San Bernardino chapter of The Salvation Army, received the Jack R. Freeman Service Above Self Award. He received this award at the club's annual award's meeting. The purpose of this award is to recognize individual Rotarians who have demonstrated exemplary humanitarian service, in any form and at any level. It emphasizes personal volunteer efforts and active involvement in helping others through Rotary. Fritz has been a member of the North San Bernardino Rotary Club since moving to San Bernardino 10 years ago. He has been involved with Rotary International since 1969. The Inland Empire Business Journal profiled Maj. Fritz in a recent close up article. . . . .

### The Cost of the Crutch:

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many former addicts confessed to dropping out of the program at least once before making a personal commitment.

A.A. offers its 12-step program, but even that is not without some controversy.

There are dozens of government run and faith-based programs in our area.

Then there are the better-known facilities. The ones you think of when you hear the word "rehab."

Perhaps the greatest of these is out in the desert---The Betty Ford Center. This facility has become so well known that it is almost a punch line for celebrity addiction.

The history of the Betty Ford Center is part of the life story of its founder, former First Lady Betty Ford. After completing her own treatment for chemical dependency at the U.S.

Naval Hospital in Long Beach, Mrs. Ford talked to her friends about the need for a treatment center that emphasized the special needs of women. Her good friend, Ambassador Leonard Firestone, encouraged Mrs. Ford to pursue her dream and in 1982, they co-founded the non-profit Betty Ford Center in Rancho Mirage, California.

From its earliest days, the Betty Ford Center has treated women and men suffering from chemical dependency. The center has always saved 50 percent of its space for women and 50 percent for men. Treatment is gender-specific; women and men reside in separate halls. Today the Betty Ford Center offers programs for the entire family system affected by addiction.

The Ford Center believes that all family members are deeply affected when one family

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## "You're Hired!" Eight Ways to Ensure You're Saying These Two Critical Little Words to the Right People

by Ruth Haag

In a tough marketplace defined by intense global competition and razor-thin profit margins, your people are everything. Think about it. Competitors can steal your ideas, copy your products, and go after your customers—but they can't replicate the men and women who make your company work. Your employees are the innovators who come up with the next big idea that keeps your company a step ahead of the rest. That's why it's so critical to hire the right people, says Ruth Haag. And when you start looking for that perfect employee, you'll find that you have your work cut out for you.

"Any interviewee can look good for the brief time of an interview," says Haag, author of "Hiring and Firing: Book Three." "When you are interviewing someone, you are really looking to avoid the 100 percent failure points.

"There are two main principles I urge employers to follow," she adds. "One, realize that you can't identify the right person for you, but you can screen out the wrong person for you. And two, if you do realize you've made a mistake, get rid of the non-performer quickly. Low performers can destroy your culture and, ultimately, your company."

First things first: hiring. In her book, Haag lays out what employers should and shouldn't do during the hiring process, from reading the resumes to asking the right interview questions. Take a look at a few of her easily executed tips that are sure to help you find better employees for you and your company:

**Set crystal clear hiring goals.** Before you do anything, from placing a help wanted ad to conducting the first interview, make sure you know exactly what you want in a new employ-

ee. Not only does the person need to have the necessary experience, he or she will also need to share your basic work philosophy. "You must determine what you want out of a new employee with regard to both experience and work ethic," says Haag. "You may not find someone who meets all of your hiring goals, but having goals will help you weed out those who don't fit with you at all."

**Never hire anyone until you've conducted a thorough interview.** Interviews provide a way for you to assess whether the candidate completely lacks skills, knowledge, and attitude that are necessary to perform the job. "Some supervisors tell me that they hire everyone and let the training sort them out. They feel that there is a 'niche' for everyone," says Haag. "But there really are some 'nicheless' people."

**Know the right questions to ask.** To get all of the information out of the interview that will help you make the right hiring decision, you have to ask the right questions. Make sure you learn all that you can about the person's training, job experience, and perhaps most important, work ethic. "Remember to keep the interviewee's personal life out of the interview," says Haag. "Make sure that you clearly explain to him what you want out of the person you hire for the job and then allow the interviewee to determine if his personal life will be able to handle your requirements."

**Reading the resumes.** It may not be your idea of great reading, but it is necessary reading when choosing a new employee. Paying close atten-

tion to what your applicants' resumes say can make a huge difference when it comes time to decide who would make the best employee for your organization. "No one can read a resume and determine if the candidate will succeed in his company," says Haag. "But you can look at a resume and be 100 percent sure someone will not succeed. Look out for red flags that indicate some-

one isn't right for you. Things I'm always on the lookout for include gaps of unemployment, a lot of job hopping, or an inappropriate presentation. Reading the resumes is a great way to find out who will definitely not work, so that you can weed them out of the hiring process."

**Never make it sound like a candidate already has the job.** Sounding overly sure you are going to hire someone happens for many reasons. Sometimes inexperienced interviewers may commit this sin out of nervousness, or experienced interviewers may want to avoid making poor candidates feel bad. Or an interviewer may jump the gun because she really likes a candidate and gets excited about snatching him out of the job market. "Regardless of the reason, take care to avoid giving a candidate a false belief that you will hire him," says Haag. "Even if you think someone is perfect for the job, don't hire him in the heat of the moment. Tell him you will call him in a few days so that you have time to really think about all of your options."

**Always ask about a candidate's past work experiences.** Be sure to listen closely to what she says about the topic. You might discover that she claims to have had an experience at a

company that just doesn't add up. "A candidate may tell you that she left her previous job because her fellow employees were complaining to her supervisor that she wasn't working hard enough," says Haag. "Of course, she will hasten to reassure you that that isn't true. But think about your past work experiences. Most likely, whenever there has been a complaint about someone not working hard enough, she really wasn't working hard enough. If you take the time to consider the story, you may think twice before deciding to hire."

**Reference checks usually aren't worth your time.** The problem with reference checks is that most of the people you call as references aren't being forthright. Previous employers don't often say bad things about their departed employees. If the person's employment ended poorly, chances are his employer is happy to get rid of him and may give him a good reference to make sure he stays away. "While the information can be useful on some levels, you should never base your final hiring decision on a reference call," says Haag. "They are simply too unreliable."

**Too much concern about money is not good.** A sure sign that someone isn't the right person for the job is a preoccupation with how much money comes with the job. If she is overly concerned about money during the interview, chances are that attitude will carry over into the job itself. Look for people who are enthusiastic about what they bring to the table and who express an interest in professional growth. "You want to find someone who wants the work itself, not just the paycheck," says Haag.

Not only is taking steps to  
*continued on page 26*

## Taking Flight in the Inland Empire

by Joe Lyons

Back in the days of the bi-plane, all you needed in order to land was an open field. A cow pasture would do nicely. So would a county fairground, as many barnstormers proved.

As air navigation, passenger service and jet travel developed, airports became more sophisticated, with longer and thicker runways and jetways so people could get on the plane without the inconvenience of stepping outside.

Ever since then, things have changed. Security measures introduced after 9-11 changed the operation of even the newest facility.

Still, the Inland Empire has any number of facilities. Some are state of the art. Some are little more than landing sites.

The queen of the Inland Empire airports would have to be Ontario International Airport. ONT is a medium-hub, full-service airport with commercial jet service to major U.S. cities and through service to many international destinations. ONT is located here in the Inland Empire, approximately 35 miles east of downtown Los Angeles in the center of Southern California. The airport is proud to be the centerpiece of one of the fastest-growing transportation regions in the United States. ONT's service area includes a population of six million people living in San Bernardino and Riverside Counties and portions of north Orange County and east Los Angeles County. Passenger traffic at ONT has been increasing steadily for the past 10 years. In 2005, 7.2 million passengers used the airport and 561,756 tons of airfreight were shipped.

ONT's 224 daily flights provide service to every major city in the U.S. ONT's airlines include AeroMexico, Alaska, American, Continental, Delta, jetBlue, Lineas Aereas Azteca,

Southwest, ATA, United, and US Airways. The "new" Ontario International Airport opened Sept. 27, 1998. The \$270 million project included two new terminals at 265,000 square feet each for a total of 530,000 square feet, a new ground transportation center, an additional

parking lot and new roadway system, airfield improvements, landscaping, and a site storm-drain system. The new terminals are eight times larger than the former terminal and can accommodate up to 10 million passengers a year. When passenger traffic at ONT reaches

10 million in two consecutive years, the third terminal will be constructed in-between the other two.

ONT is also the center of a rapidly developing freight movement system that includes the airport, two railroads, four

*continued on page 38*

## This Holiday Season, Give The Gift Of A Smile.

Today, millions of children in developing countries are suffering with cleft lip and palate. Condemned to a lifetime of malnutrition, shame and isolation.

The good news is that virtually all of these children can be helped. This is the mission of The Smile Train. We empower local surgeons to provide this life changing free cleft surgery which takes as little as 45 minutes and costs as little as \$250. It gives desperate children not just a new smile—but a new life.

100% of your donation goes toward programs — 0% goes toward overhead.

**YES, I want to give a child a second chance at life.**

☐ \$250 Provides cleft surgery for one child. ☐ \$ 50 Provides medications for one surgery.  
☐ \$125 Covers half the cost of one surgery. ☐ \$ — We'll gratefully accept any amount.

Name \_\_\_\_\_ Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Telephone \_\_\_\_\_ eMail \_\_\_\_\_  
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Signature \_\_\_\_\_

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Make check out to  
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# COMMENT

by Bill Leonard

Member State Board of Equalization

One of the choices voters will face on this November's ballot is Prop. 1D, a \$10+ billion school bond. Knowing that, I read with interest an Ohio Legislative Service Commission study about the costs of school construction in that state. The study found that a 1997 law

exempting public school construction from prevailing wage laws reduced the cost of school construction by more than 10 percent. I suspect the difference in California would be more pronounced, and imagine what an extra \$1 billion could build.

## Low Desert Communities

*continued from page 15*

retail sales (3rd quarter 2004). Smartly designed, gated country clubs, golf courses and luxury million dollar estates make the city a highly-touted address for chief executive officers.

Its population is almost 17,000. That's a 23.9 percent growth since 2005.

Eisenhower Medical Center has been recently named one the top 100 hospitals in the nation. The center's family of services includes the celebrated Barbara Sinatra Children's Center and Betty Ford Center.

The River at Rancho Mirage is a themed retail center with national, regional and local businesses including several well-known Southern California restaurants.

The Lodge hotel at Rancho Mirage has been the location for several national television specials.

### Bermuda Dunes

Bermuda Dunes is primarily a residential area of about 3,000 residents and home to the Bermuda Dunes Airport, a private airfield.

### Mecca - Thermal - Oasis

Situated in the heart of the Coachella Valley's farming community, the unincorporated communities of Mecca, Thermal and Oasis are now poised to also

be a major business and residential corridor.

There are approximately 2,500 developable acres for commercial, light manufacturing and business parks in the corridor, according to the Riverside County general plan.

Interstate 10, Highway 111, the Highway 86 Expressway, the Pacific Union Railroad and the Jacqueline Cochran Regional Airport, whose main runway has been extended to 8,500 feet to accommodate large aircraft, strategically serve this area.

New transportation routes also include the proposed East Valley Expressway; a proposed six-lane, nine-mile expressway would connect Monroe Street to Highway 86 along Avenue 62 that would benefit long-term business transportation. The proposed \$26.5 million project would be included in Riverside County General Plan.

A 157-acre business park and a 30-acre business complex are proposed for the area.

Workforce training will be enhanced by the creation of a new 100-acre College of the Desert Eastern Valley campus in Thermal. Classes are expected to begin in fall 2006.

The developing residential community of Vista Santa Rosa is located nearby.

There are of course, many other desert communities, and the Journal will profile them at a later date. (Date! Get It?)

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## SAN BERNARDINO COUNTY Food Facility Closures within the last two (2) months

### Apple Valley

#### SUNRISE DONUTS

21691 Yucca Loma Rd.

Date Closed: July 6, 2006

Reason for Closure: Vermin infestation

Date Reopened: July 7, 2006

Comments: Permission granted to reopen at 10:00 PM on 7/7 to start operations for the next day's business

### Big Bear lake

#### B's BACKYARD BARBEQUE

350 Alden Rd.

Date Closed: June 2, 2006

Reason for Closure: Other unsafe conditions; lack of a valid health permit

#### CLUB THE

40671 Village Dr.

Date Closed: May 8, 2006

Reason for Closure: Lack of hot water

Date Reopened: May 8, 2006

Comments: Hot water restored

### Bloomnigton

#### MOON LIGHT FARMS

10510 Cedar Ave.

Date Closed: May 19, 2006

Reason for Closure: Vermin infestation

Date Reopened: May 22, 2006

Comments: Pest control services have been contracted to trap rodents; cleaning of droppings done

### Fontana

#### PESCADERIA MR. FISH

16339 Arrow Blvd.

Date Closed: August 1, 2006

Reason for Closure: Lack of hot water

Date Reopened: August 2, 2006

Comments: Hot water restored.

### Highland

#### TACOS Y BIRRIA APATZINGAN

26498 Baseline St., Ste. D

Date Closed: July 7, 2006

Reason for Closure: Unsafe food temperatures; other unsafe conditions

Date Reopened: July 10, 2006

Comments: Critical violations corrected

### Needles

#### RANCHO TACO SHOP

1127 E. 4th St.

Date Closed: June 23, 2006

Reason for Closure: Unsafe food temperatures; insanitary conditions; other unsafe conditions

Date Reopened: June 27, 2006

Comments: Critical violations corrected

#### JACK IN THE BOX

221J St.

Date Closed: July 6, 2006

Reason for Closure: Sewage contamination

Date Reopened: July 7, 2006

Comments: Sewage line repairs made, floor restored, all surfaces cleaned and sanitized

### Ontario

#### MARY'S MEXICAN FOOD

1437 N. Mountain Ave.

Date Closed: August 15, 2006

Reason for Closure: Unsafe food temperatures; insanitary conditions; other unsafe conditions; vermin infestation

#### PANDERIA JALLISCO

1825 4th St.

Date Closed: August 11, 2006

Reason for Closure: Other unsafe conditions

#### MR. YOU CHINESE RESTAURANT

978 N. Mountain Ave.

Date Closed: May 18, 2006

Reason for Closure: Other unsafe conditions

Date Reopened: May 19, 2006

Comments: All non food contact surfaces have been cleaned; all food contact surfaces have been cleaned and sanitized. All exposed food items have been properly discarded.

### Rancho Cucamonga

#### WOO JUNG OAK BBQ

9339 Foothill Blvd. Unit 1

Date Closed: June 15, 2006

Reason for Closure: Other unsafe conditions; other unsafe conditions

Date Reopened: June 19, 2006

Comments: Critical violations corrected

### Redlands

#### EL TACO MIO

416 W. Colton Ave.

Date Closed: August 23, 2006

Reason for Closure: Unsafe food temperatures

Date Reopened: August 25, 2006

Comments: Refrigeration has been repaired.

#### ZABELLA'S

855 Alabama Ave.

Date Closed: July 18, 2006

Reason for Closure: Sewage contamination

Date Reopened: July 19, 2006

Comments: Sewage clog

has been repaired.

### BAMBOO GARDEN

228 W. Hospitality Lane

Date Closed: April 28, 2006

Reason for Closure: Lack of hot water; vermin infestation; insanitary conditions

Date Reopened: May 9, 2006

Comments: Facility met standards to be reopened

### Victorville

#### THE NEW REFLECTIONS

14961 Circle Dr.

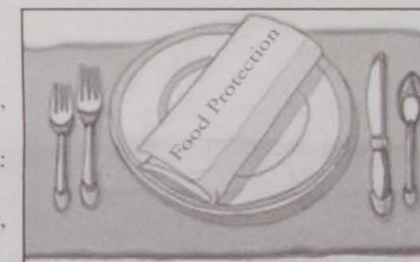
Date Closed: August 17, 2006

Reason for Closure: Lack of a valid health permit

Date Reopened: August 18, 2006

Comments: Permission granted to reopen. Payment received in full on August 17, 2006.

*Riverside County Environmental Health Services does not list food facility closures.*





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Form #: PEK272629-000

1111 CANV-062304

## CALENDAR

### SEPTEMBER 2006

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September 8th

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Just four hours a week for 14 weeks and you qualify for a California designated subject teaching credential, in your field. Skilled professionals can be teaching career and technical education courses starting in January 2007 at the non-profit Academy for Career Training adult/vocational school or any public/private adult school, community college or Regional Occupation Program with one course in teaching techniques to be offered locally starting Sept. 8, 2006. The Friday night class runs from 5-9 p.m. and meets at the ROP Center, 47-2366 Oasis Street, Indio. The State of California recognizes "whom better to teach skills training than someone who has worked in the field for at least five years and has a high school or GED diploma." Because of the drastic need for more skilled professionals, the state will give you credit for your work experience. Help deserving adults to reach their potential while helping your community to grow and prosper. These classes are offered by University of San Diego, Fast-Track Teacher Credentialing Programs, 74-140 El Paseo, Ste. 4247, Palm Desert, CA 92260 [guzzetta@dc.rr.com](mailto:guzzetta@dc.rr.com)

**Riverside Community Health Foundation**  
cordially invites you to its

**MIAMI NIGHTS**  
*Hot Night and Cool Fun  
at the Gala*

**Saturday, September 30, 2006**  
**5:30 to 11:00 p.m.**

Riverside Community Health Foundation  
4445-A Magnolia Avenue • Riverside, California

#### National Association of Women Business Owners

September 21 LUNCH meeting  
Registration at 11:15am, Lunch at 12:00pm  
Doubletree Hotel Ontario Airport  
EMPLOYMENT LAW; SPEAKER: Laura Petroff

Wednesday,  
September 20

Women in Leadership  
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debate!

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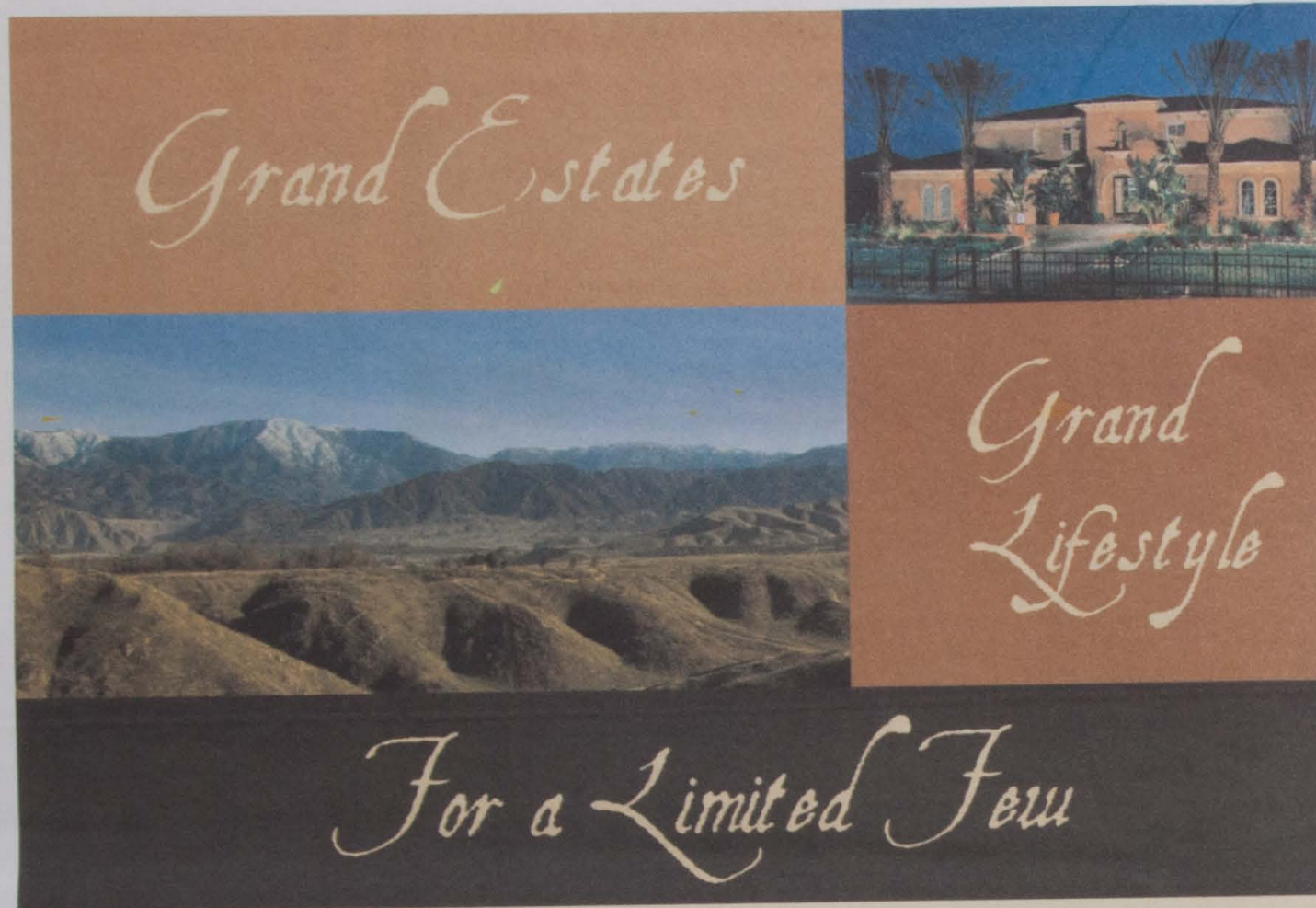
**Price:** \$40

**Please RSVP:** Erica Arias  
at [ariase@ulv.edu](mailto:ariase@ulv.edu) or  
(909) 593-3511 ext. 4202



**the 20<sup>th</sup>**  
**Anniversary Celebration**  
**of Children's Fund**  
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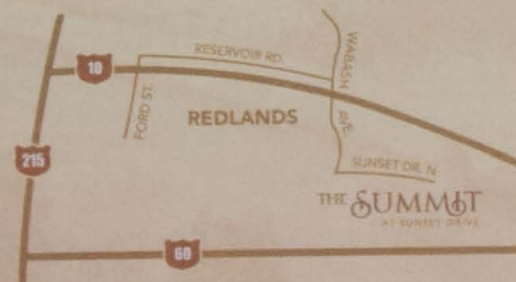
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# Overcoming Objections: 7 Easy Steps to Vaporize a Customer's Objections

by Daniel Adams

Handling objections effectively is often the hardest thing a salesperson will have to do. What they often don't realize is that an objecting customer is a good thing—it means the customer is interested enough in his solution to talk about it. An objecting customer is handing something to you on a silver platter—an opportunity for a “precious moment,” a chance to differentiate yourself as a sales superstar. In order to gain the customer's trust and to proceed hand-in-hand toward a win-win

solution, the salesperson needs to be prepared to vaporize any objections. Here are seven simple steps to “Vaporizing” any customer objection.

## 1. Anticipate

Step one in handling any objection is to ensure that you are not surprised, and therefore, perhaps defensive. Work with your marketing department or find a veteran rep that can help determine the top five objections you may be facing. Research!

Put yourself in your customer's shoes and ask what might be undesirable about the proposed solution. Role-play until you are very comfortable addressing each objection. Even the most complex and technical products and solutions end up having only a handful of key objections.

## 2. Confirm the Issue

You need to thoroughly understand your customer's articulated issue. Let's say your customer gives you the standard

“your price is too high” objection.

If you are an “average rep,” you sprint back to your manager and request an additional 10 points of discount. Your manager is already at his discount limit, so he must call corporate headquarters to obtain permission for the deep discount. After receiving a “yes” from the CEO, your manager calls you at home with the great news. The next morning, you dart into your customer's office and say, “I have good news for you. The CEO has approved a 10% discount on your order. I will be in touch with you again soon.”

*continued on page 33*

*continued from page 16*

## Golf Courses in the Inland Empire

Listed Alphabetically

*continued on page 36*

Course Name Address City, State, Zip	Mgmt. Co. or Owner Type of Course Membership Fees	Green Fees: Weekdays Weekends	Length of Course (Yds.) # Rounds played Yearly	Year Built Course Designer Reservation Phone	Top Local Pro or Manager Title Phone/Fax E-Mail Address
<b>Hidden Spring Country Club</b> 15500 Bubbling Wells Rd. Desert Hot Springs, CA 92240	Public N/A	\$10-\$15 \$10-\$15	3,054 na	1977 Unknown (760) 329-8816	(760) 329-8816/329-4414 hiddenspringscc@juno.com
<b>Hidden Valley Golf Club</b> 10 Clubhouse Dr. Norco, CA 91760	Riverside Golf Courses Public N/A	\$70 \$90	6,721 51,000	1997 Casey O'Callaghan (909) 737-1010	<b>Jason T.L. Wood</b> Director of Golf/GM (951) 737-1010/737-2424 jwood@hiddenvalleygolf.com
<b>Indian Hills Golf Club</b> 5700 Clubhouse Dr. Riverside, CA 92509	Cox/West Properties Public \$80 (Men's Club)	\$29 \$47 (w/cart)	6,140 60,000	1965 Harold Heers (909) 360-2090	<b>Paul Dietsche</b> Head Golf Pro PGA (951) 360-2090/685-0990 karenl1@earthlink.net
<b>Indian Palms Country Club</b> 48-630 Monroe St. Indio, CA 92201	Dave Weimert Resort \$2,100	\$45-\$70 \$45-\$70	6,400 40,000+	1948 Cochran/Detweiler (760) 347-2326	<b>Mark Schiebach</b> General Manager (760) 775-4444
<b>Indian Springs Golf &amp; Country Club</b> 46-080 Jefferson St. La Quinta, CA 92253	Roger Snellenberger Semi-Private N/A	\$65 (N.-D.)/\$75 (J.-Mar.) \$75 (N.-D.)/\$85 (J.-Mar.)	6,713 (Gold Tees) 30,000	2000 Dave Ginkel (760) 775-3360	<b>Neil Finch</b> PGA, GM, Dir. of Golf (760) 775-3360/775-3363
<b>Indio Golf Course</b> 83-040 Ave. 42 Indio, CA 92201	City of Indio Public N/A	\$15 \$15	3,004 50,000	1964 Larry Hughes (760) 347-9156	<b>Mike Carroll</b> PGA Golf Professional (760) 347-9156/347-5282
<b>Jurupa Hills Country Club</b> 6161 Moraga Ave. Riverside, CA 92509	Robela Corp. Public N/A	\$27 (Sr. \$24) \$44 (w/cart)	6,020 na	1960 Billy Bell (909) 685-7214	<b>Jason Taylor</b> Director of Golf, PGA (951) 685-7214/685-4752
<b>La Quinta Dunes Course</b> 49-499 Avenida Vista Bonita La Quinta, CA 92253	KSL Recreation Resort N/A	\$145 (Nov. - Apr.) \$145 (Nov. - Apr.)	6,750 30,000	1985 Pete Dye (800) 742-9378	<b>Paul McCormick</b> General Manager, PGA (760) 564-7686/771-5735
<b>La Quinta Mountain Course</b> 49-499 Avenida Vista Bonita La Quinta, CA 92253	KSL Recreation Semi-Private N/A	\$235 (Nov. - Apr.) \$235 (Nov. - Apr.)	6,750 40,000	1985 Pete Dye (800) 742-9378	<b>Paul McCormick</b> General Manager, PGA (760) 564-7686/771-5735
<b>Marriott's Rancho Las Palmas</b> 42000 Bob Hope Dr. Rancho Mirage, CA 92270	Marriott Private/Resort \$5,300	\$109 \$119	6,089 45,000	1977 Ted Robinson (760) 862-4551	<b>Steve Schaller</b> Director of Golf (760) 862-4551/862-4582 sschaller@ezlinksgolf.com
<b>Marshall Canyon Golf Club</b> 6100 N. Stephens Ranch Rd. La Verne, CA 91750	James Duffin II Public N/A	\$20 \$25	6,100 80,000	1966 Adams, Latham, Kripp & Wright (909) 593-8211	<b>Dan Larsen</b> PGA Professional (909) 593-8211/593-3050 www.marshallcanyon.com



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## MANAGING

## Building Blocks for a Successful Team

by Lawler Kang, Website [www.lawlerkang.com](http://www.lawlerkang.com)

The key to management is making teams work. It doesn't matter if you are a hospital administrator running a wing or an order-entry manager looking for six sigma perfection. If you can't make a conglomeration of skills, experiences, backgrounds, values and mindsets called a 'team' be productive, both your organization and your personal success will be severely thwarted.

So how does this collective catharsis come about? Here are a few building blocks for creating a team that not only dents the door of poor performance, but potentially blows it off its hinges.

The first and most important building block is to make sure you, the leader, are passionate or inspired about the focus of this effort. This is absolutely critical as the leader sets the tone and culture for the team. How do you identify and align your personal passions with this mission? Look back through your range of life experiences to cull out those brilliant nuggets of what you absolutely loved about particular experiences. Look for patterns in these nuggets and connect the dots with your current mission.

If this doesn't tie out, then you may not be the best person to run this particular team. Although this may seem like career suicide, do you really believe taking on projects you could care less about will boost your career without burning you out? It may be heroic to boldly shoulder projects and teams that are heavier than a black hole, but the odds of your energy being sucked over the time horizon, never to return, are quite real.

The second building block is to ask potential team members to go through a similar exercise to explore their personal passions and current mission. The reason behind this is simple. A surefire way to minimize risk of team dissonance is to align the missions and passions of the leader with those of the rest of the team. Once you all are on the same impassioned page, the ability for group speed-reading with excellent retention and comprehension will suddenly appear.

Building block three is to take a good inventory of your potential team member's offerings, bearing in mind that you want to emphasize their assets while minimizing their liabilities.

happier you are. The more positive you are, the more positive are the people and situations you attract into your life. The more positive you are, the easier it seems for you to get the cooperation of other people. The more positive you are, the more effectively you perform.

Everything that you do counts in some way. Nothing is neutral. Everything either helps you or hurts you. Everything either adds up or takes away. Everything either propels you toward your goal or moves you away from it. Everything counts.

ties. Ask them to fill out a 'personal balance sheet.' List short-term assets and liabilities that are skill sets. Take a close look at the functions they excel at and those that repeatedly appear on performance reviews as 'areas for improvement.'

Separate the long-term entries into two categories: values and experiences. Values are those qualities with which team members respectively love and hate to work. Experiences, on the asset side, are those life experiences you want to draw on all day. The liabilities entries are those life experiences you still want to have (your dreams!). The reason they are 'liabilities' is that they haven't been realized yet and they are accruing lifetime interest.

Why is this detailed and squishy information so important? A few reasons. First, you want your team not to be an agglomeration of pitchers; you want the best pitcher, the best catcher, first baseman, etc. you can find for your specific needs. Matching up requisite skill sets with those on their balance sheets is a good way to select your squad.

Second, skill sets are only a small part of what makes teams

really thrive. Having a common set of values is absolutely critical to the success of your efforts. Additionally, the more your team members can draw on their life experiences in their daily affairs, the more fulfilled (and productive) they will be.

Once the team has come together, generate a mission statement for the group. Something short, sweet and perhaps a little sassy that plainly spells out how you will measure your combined success.

The more you can align your team members' dreams with the goals or outcomes of your project, the more of their personal passions you will be able to draw on. It could be something simple, like giving someone who has always wanted to visit the Grand Canyon a free ticket for outstanding performance. It could be giving a team member a savings bond to help send their child to college. Being able to understand the real reasons why your team members are going to give this project their best is understandably a blessing in terms of motivating and compensating them for their (impassioned) efforts.

## "You're Hired!"

continued from page 18

find the right person good for your company in a "big picture" way, it yields a "small picture" benefit as well: it keeps you from having to say those two awful words. ("You're fired.")

"Firing employees is one of the most unpleasant experiences for many supervisors," says Haag. "Donald Trump may enjoy it, but a majority of supervisors do not. If you know what to do before and during the hiring process, you will be able to avoid those dreaded words by

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continued on page 28

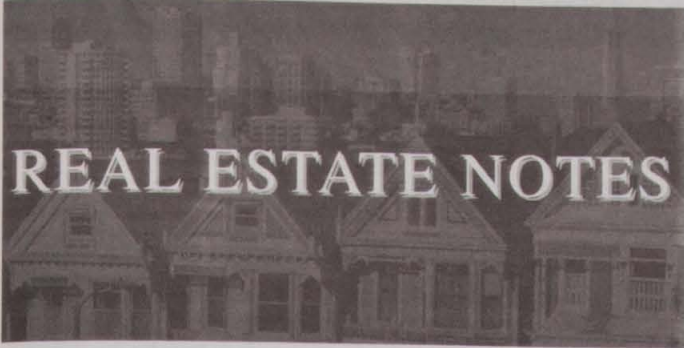
## Inland Empire's Largest Hotels

Ranked by Number of Rooms

Hotel Address City, State, Zip	# of Rooms # of Suites	Total Meeting Sq. Ft. Largest Group	Max. Sq. Ft. Exhibit Area	Rate Range * May be Seasonal	Amenities	Top Local Executive Title Phone & Fax E-Mail Address
1. Renaissance Esmeralda Resort & Spa 44-400 Indian Wells Lane Indian Wells, CA 92210	560 22	52,000 2,000	18,500	\$139-399*	4Star, 4Diamond, Luxury Resort	Bob Walsh General Manager (760) 773-4444/836-1287 <a href="http://www.renaissancesmeralda.com">www.renaissancesmeralda.com</a>
2. Hyatt Grand Champions Resort & Spa 44-600 Indian Wells Ln. Indian Wells, CA 92210	480 54	88,000 2,500	20,000	\$99-1,205	7 Pools, 30,000 sq. ft. Spa, 24 hr Fitness Center, 18 hole Championship Golf	Lori Shooks Director of Sales/Marketing (760) 674-4095/674-4384 <a href="mailto:saleschamp@hyatt.com">saleschamp@hyatt.com</a>
3. Pechanga Resort and Casino 45000 Pechanga Pkwy. Temecula, CA 92595	437 85	43,000 2,000	21,000	\$109-469	3 Gift Shops, Health Spa, Shoe Shine, Concierge Service	John James General Manager (951) 770-2500/695-7410 <a href="mailto:info@pachenga.com">info@pachenga.com</a>
4. DoubleTree Hotel Ontario 222 N. Vineyard Ave. Ontario, CA 91764	463 21	25,000 1,200	12,800		Full Service Hotel, Pool, Gym, Fine Dining	Bassam Shahin General Manager (909) 937-0900/937-0999 <a href="http://www.ontarioairport.doubletree.com">www.ontarioairport.doubletree.com</a>
5. Wyndham Palm Springs 888 E. Tahquitz Canyon Way Palm Springs, CA 92262	252 158	30,000	12,571	\$79-229*	Largest Pool in Palm Springs, Conjoined to Palm Springs Convention Center	Duane Rohrbaugh General Manager (760) 416-2914/416-2973 <a href="mailto:drohrbaugh@wyndham.com">drohrbaugh@wyndham.com</a>
6. Marriott 3400 Market St. Riverside, CA 92501	292 24	14,000 300-500	3,540	\$149 and up	Full Service Hotel, Fine Dining, Lounge, Proudly Brew Starbucks	Tom Donahue General Manager (951) 786-7108/369-7127 <a href="mailto:desparza@sunstonehotels.com">desparza@sunstonehotels.com</a>
7. Marriott Ontario Airport 2200 E. Holt Blvd. Ontario, CA 91761	299 6	22,000 State Bar/NASCAR	22,000 N/A	\$79-299	Health Club, Pool, Tennis, Room Service, Gift Shop, Fine Dining, Deli, Concierge Lounge	Jim Morrissey General Manager (909) 975-5000/975-5051 <a href="mailto:awontca@sunstonehotels.com">awontca@sunstonehotels.com</a>
8. Doral Palm Springs Resort 67967 Vista Chino Cathedral City, CA 92234	285 13	23,000 600	23,000		Golf	Eli Zodi General Manager (760) 322-6862/322-6853 <a href="http://doralpalmsprings.com">doralpalmsprings.com</a>
9. Mission Inn Hotel & Spa 3649 Mission Inn Ave. Riverside, CA 92501	239 29	15,100 240	2,684 N/A	\$195-1,800*	24 hr Room Service, Fitness Center, Cable, High Speed Internet, Same Day Laundry, Golf	Joe Wancha V.P./General Manager (951) 784-0300/782-7197 <a href="mailto:sales@missioninn.com">sales@missioninn.com</a>
10. Hilton San Bernardino 285 E. Hospitality Ln. San Bernardino, CA 92408	251 11	13,000 600				Tim Jenkins General Manager (909) 889-0133/381-4299
11. Sheraton Suites Fairplex 601 W. McKinley Ave. Pomona, CA 91768	0 247	11,000 500	6,400 105,600		Fitness Center, Gift Shop, Pool, Sauna, High Speed Internet, Microwave, Refrigerator, 2 Televisions	Wally Price General Manager (909) 622-2220/622-1028 <a href="http://www.sheraton.com/fairplex">www.sheraton.com/fairplex</a>
12. Double Tree Claremont 555 W. Foothill Blvd. Claremont, CA 91711	180 4	13,500 400	13,500 N/A	\$119-199*	32 in. Flat Panel LCD T.V., Refrigerator, Coffee & Tea in Room	Andrew Behnke General Manager (909) 445-1824/624-0756
13. Hotel Zoso 150 S. Indian Canyon Dr. Palm Springs, CA 92262	165 5	22,500 250		\$199-269*	Hip Modern Decor, 42" Plasma Televisions, 350 thread Count Linens, High Speed Wireless Internet	Jeff Brown General Manager (760) 969-6610/969-6600 <a href="mailto:dfolkesson@hotelzoso.com">dfolkesson@hotelzoso.com</a>
14. Ayres Hotel & Suites 1945 E. Holt Blvd. Ontario, CA 91764	0 167	10,000 400	4,000	\$109-139	American Breakfast, Daily Paper, Free High Speed Internet	Abdullah El-Mekhgiane General Manager (909) 390-7778/937-9718 <a href="mailto:czappia@ayershotels.com">czappia@ayershotels.com</a>
15. Courtyard by Marriott 1510 University Avenue Riverside, CA 92507	163	1,500 80	1,200	\$139	Free High Speed Internet	Jim Larson General Manager (951) 276-1200/787-6783 <a href="mailto:desparza@sunstonehotels.com">desparza@sunstonehotels.com</a>
16. Northwoods Resort 40650 Village Dr. Big Bear Lake, CA 92315	148 9	9,000 400	4,000	\$109-599*	Pool, Spa, Restaurant, Trading Company	Lynne Baker General Manager (909) 866-3121/866-1451 <a href="mailto:info@northwoodsresort.com">info@northwoodsresort.com</a>
17. Ayers Suites Ontario Mills 4370 Mills Circle Ontario, CA 91764	0 138	2,222 80	1,190	\$125-375		Carlos Mendoza General Manager (909) 481-0703/484-2601
18. Best Western Heritage Inn 8179 Spruce Ave. Rancho Cucamonga, CA 91730	107 8	2,300 175		\$94-159*	Pool, Spa, HSPA, Complimentary Deluxe Continental Breakfast	Jennifer Morgan General Manager (909) 466-1111 ext. 710/466-3876 <a href="mailto:d.diomedes@greatwesternhotels.com">d.diomedes@greatwesternhotels.com</a>
19. Country Side Suites by Ayers 204 N. Vineyard Ontario, CA 91764	0 106	1,500 60	700	\$99-119		Bette Velasco General Manager (909) 937-9700/937-2070 <a href="mailto:czappia@ayershotels.com">czappia@ayershotels.com</a>
20. Ayres Inn 2260 Griffin Way Corona, CA 92879	101 0	750 30	750 N/A	\$250	Linen, Setup, A/V, Coffee & Water	Larry Ewing General Manager (951) 734-2140/734-4056 <a href="mailto:lewing@ayershotels.com">lewing@ayershotels.com</a>



Inland Empire's Largest Hotels						
Hotels Below Did Not Respond and are Ranked by Previous Number of Rooms						
	Hotel Address City, State, Zip	# of Rooms # of Suites	Total Meeting Sq. Ft. Largest Group	Max. Sq. Ft. Exhibit Area	Rate Range * May be Seasonal	Amenities  Top Local Executive Title Phone & Fax E-Mail Address
1.	Marriott's Desert Springs Resort & Spa 74855 Country Club Dr. Palm Desert, CA 92260	884 51	51,000 3,050	24,816	\$175-495	B,C,CR,F,FP,G,GS, H,I,L,N,P,R,T,W  Ken Schwartz General Manager (760) 341-2211/341-1872 ken.schwartz@marriott.com
2.	La Quinta Resort & Club 49-499 Eisenhower Dr. La Quinta, CA 92253	800 117	66,000 1,800	1,700	\$225-3,250	B,C,CR,F,FP,G,GS,H,I,L, N,OC,P,R,RS,S,SR,ST,T,W  Paul McCormick General Manager (760) 564-4111/564-7625 pmccormick@laquinta.com
3.	Palm Springs Riviera Resort 1600 North Indian Canyon Dr. Palm Springs, CA 92262-4602	439 36	50,000 1,000	19,670 88 8x10's	\$89-219	B,C,F,FP,G,GS,H,I,L, N,OC,P,R,RS,T,X  (760) 327-8311/325-8572
CLOSED FOR RENNOVATIONS UNTIL FALL 2007						
4.	Westin Mission Hills Resort 71333 Dinah Shore Drive Rancho Mirage, CA 92270	472 40	65,000 1,500	17,325	\$175-275 *May be Seasonal	B,C,F,FP,G,GS,H,I,L,N,OC, P,R,RS,S,SA,ST,T,W  Kent Pilgram General Manager (760) 328-5955/770-2138 kent.pilgram@westin.com
5.	Marriott's Rancho Las Palmas Resort & Spa 41000 Bob Hope Dr. Rancho Mirage, CA 92270	450 22	41,000 1,950	12,900	\$99-299	B,CR,F,FP,G,GS,H,I, L,N,P,R,T,W,C  Victor Woo General Manager (760) 568-2727/568-5845 vwoo@rancholaspalmas.com
6.	Hilton Ontario Airport 700 N. Haven Ave. Ontario, CA 91764	309 14	15,685 760	5,300 2,430	\$89-219	BS,C,CB,CR,F,FP,G,GS, H,I,L,N,P,R,RS,S,SA,W,X  Ken Murakami General Manager (909) 481-1700
7.	Shilo Hilltop Suites & Hotel 3101 Temple Ave. Pomona, CA 91768-3283	261 129	11,200 600	6,000	\$102-198	B,C,CB,CR,F,FP,H,I,L,N, P,R,RS,S,SA,SD,SR,W,X  Heinz J. Gehner General Manager (909) 598-7666/598-5654 heinz.gehner@shiloinns.com
8.	Palm Springs Hilton Resort 400 E. Tahquitz Canyon Way Palm Springs, CA 92262	260 71	15,000 700	10,000	\$59-225*	C,CR,FP,GS,H,I,L,F, N,P,R,T,W,X  Aftab Dada General Manager (760) 320-6868/320-2126 adada@hiltonpalm Springs.com
9.	The Ramada Resort and Conference Center 1800 E. Palm Canyon Dr. Palm Springs, CA 92264	241 14	8,037 400 (theater style)	3,105	\$59.95-189.95	B,CR,F,G,FP,G,GS,H,I, L,N,OC,P,R,ST,X  John Yzaguirre General Manager (760) 323-1711/322-1075 sales1psramada@aol.com
10.	The Lodge at Rancho Mirage 68-900 Frank Sinatra Dr. Rancho Mirage, CA 92270	219 21	14,200 1,000	8,400	\$125-1,250	B,C,CR,F,FP,G,GS,H,I,L,N, OC,P,R,RS,S,SA,SD,SR,T,W,X  Herbert Spiegel Managing Director (760) 321-8282 herbert.spiegel@rockresorts.com
11.	Clarion Hotel San Bernardino 295 N. "E" St. San Bernardino, CA 92401	230 24	19,000 1,300	12,996	\$150-350	FP,N,GS,R,L,CR,H, L,F,W,X  Aha Jehmiaki Satar General Manager (909) 381-6181/381-5961
12.	Spa Resort Casino 100 N. Indian Canyon Dr. Palm Springs, CA 92262	230 20	6,500 200	1,800	\$69-199	CR,F,FP,GS,H, N,P,X,I,R,RS  Jim Thompson General Manager (760) 325-1461/325-3344 jthompson@srcmail.net
13.	Miramonte Resort 45-000 Indian Wells Ln. Indian Wells, CA 92210	222 60	10,400 400	N/A	\$99-349	B,FP,N,C,G,P,GS,R, H,T,CR,L,F,L  Richard Behr General Manager (760) 341-2200/568-0541
14.	Residence Inn by Marriott 2025 Convention Center Way Ontario, CA 91764	200 200	(to be determined)			F,FP,N,P,CB, CR,I,H,CH,X S,SD,ST  Carlos Mendoza General Manager (909) 937-2464/937-2462 ontariogm@inkeepershospitality.com
15.	Lake Arrowhead Resort 27984 Highway 189 Lake Arrowhead, CA 92352	177 4	11,000 400	5,000	\$89-399	CR,F,FP,GS,H,I,L,N, P,R,T,W,OC,SD,ST  Peter Henry General Manager (909) 336-1511/336-1378
16.	Sheraton Ontario Airport Hotel 429 N. Vineyard Ave. Ontario, CA 91764	164 2	3,000 60	3,000	\$79-190	B,C,CB,FP,N,P,CR,I,R, F,L,H,CH,W,X  Bonnie gardner General Manager (909) 937-8000/937-8028 bgardner@sheratonont.com
17.	Indian Wells Resort Hotel 76-661 Highway 111 Indian Wells, CA 92210	155 26	6,000 380	4,800	\$119-299	C,GS,T,R,FP,G,C,B,CB,G, CB,F,CH,CR,N,P,I,R,L,H,X  Brad Weimer General Manager (760) 345-6466/772-5083 brad@indianwellsresort.com
18.	La Quinta Inn & Suites Ontario Airport 3555 Inland Empire Blvd. Ontario, CA 91764	144 144	675 40	675	\$79-149	FP,N,P,CB,H, W,C,CR,I,F,X  Alice Oh General Manager (909) 476-1112/476-1121 lq0170gm@laquinta.com
19.	Quality Inn 1655 E. 4th St. Ontario, CA 91764	80 50	1,000	N/A	WND	CB,CR,FP,H,N,P,X  Hudson Wong General Manager (909) 986-8898/986-1377
20.	AmeriSuites Ontario Mills 4760 E. Mills Circle Ontario, CA 91764	0 128	1,000 57	N/A	\$99-210	B,FP,N,P,CB,CH, H,CR,I,W,F,X  Bonnie Gardner General Manager (909) 980-2200/980-4433 bgardner@sheratonont.com
21.	Holiday Inn Big Bear Chateau 42200 Moonridge Rd. Big Bear Lake, CA 92315	80 4	2,700 150	1,200	\$99-300	CR,F,FP,G,I,L,N, P,R,H  Tony Kinnaman General Manager (909) 866-6666/866-8988



**William Fox Group, Inc.** announced the purchase of a 64,425 sq. ft. industrial building located on 3.64 acres of industrial land in Montclair between the 10 and 60 Freeways. The building is occupied by **Rochester Midland**, a New York-based janitorial supply company.....**Jeremy McChesney** and **Eric Werner** of **Hanley Brown Group** represented the buyer and seller in the sale of a neighborhood shopping center in the city of San Jacinto in Riverside County. The purchase price was \$3,500,000 at a 6.98% cap rate. The 14,400-sq.-ft. shopping center, known as **San Jacinto Center**, is located at the intersection of San Jacinto Ave. and Esplanade Ave. The center, which is 100% occupied, was built in 1981 and features Cardenas Market, Del Taco and Bank of Hemet at an excellent, highly visible signalized corner location. According to **Eric Werner**, "This transaction represented a historically high cost per square foot for the city of San Jacinto while at the same time procuring a favorable cap rate in today's market for the incoming buyer." The buyer was a family trust based in Orange County and the seller was a private investor based in Hemet.. .....**Rolling Ridge Plaza**, an 85,575-sq.-ft. grocery anchored shopping center in Chino Hills was sold on behalf of **Passco Rolling Ridge Plaza, LLC** of Irvine for \$21,500,000. **RJAN, LLC** of Buena Park was the purchaser in this transaction. The seller was represented by **REZA Investment Groiup Inc.** The buyer, an affiliate of Ranch 99 Market, plans to replace the existing 36,300-sq.-ft. Ralph's Grocery store with a new **Ranch 99 Market**, which will cater to the affluent and rapidly growing Asian community in the area.....**Greystone Drive Ontario Properties, LLC** has sold a 34,697-sq.-ft. industrial building for \$3.6 million. The property is located at 4021 E. Greystone Drive in the city of Ontario.....In development news, an entity of **Modaro LLC** is set to build a pair of eight-story, Class A office buildings in Victorville, which, once completed, will be the tallest buildings in this Inland Empire city. Located on the northwest corner of Civic Dr and Seneca Rd in the heart of the city's central business district, the towers will be within walking distance of the courthouse, the county building, the newly expanded City Hall, and just a few hundred yards from I-15. The twin buildings will be situated on a nine-acre office park-like setting and will be delivered in two phases. **Phase I** (the South Tower) will consist of 160,000 sq. ft. of office and retail space. **Phase II** (the North Tower) will also include 160,000 sq. ft. of office space, along with a 3- level parking structure, for a total of roughly 320,000 sq. ft. of space. The first phase is anticipated for delivery in early 2008. **Ware Malcomb**, the busy architecture, planning, interior design and graphic design firm, based in Irvine, is providing architectural and design services for **Civic Towers LLC**, the developer.....In Redlands, **IDS Real Estate Group** has acquired a 21.4-acre site at Park Ave and Iowa St, about one-half mile south of the I-10, with plans for a diverse industrial project. The project, which will be called **Park Avenue Business Center**, will feature three, free-standing industrial buildings totaling 270,000 sq. ft. The development is

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**The Cost of the Crutch:**  
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member is chemically dependent. Family members are offered support and education through their five-day Family Program. The Children's Program is for children ages 7 to 12 who are not themselves addicted, but are living with chemically dependent family members.

In Riverside, Aegis Medical Systems, Inc., owns and operates the largest network of Narcotic Treatment Programs (NTP's) in California. They treat heroin and other drug dependencies on an outpatient basis. Methadone detoxification and maintenance programs are available in all of their facilities as well as medical care, drug and general counseling.

Another Inland Empire source for help would be The High Road Program, Inc. which was founded in 1976 as one of the first organizations to provide diversion [pre-conviction] DUI education and counseling services for individuals convicted of driving under the influence in California. The founder, Robert T. Dorris Sr. was a pioneer in the field of DUI treatment services.

High Road began expanding its services in the mid-1980s to include misdemeanor drug diversion, domestic violence and anger management counseling services, federal DOD/DOT substance abuse program (SAP) service, as well as habilitative services for parolees.

While most of their services relate to providing substance abuse counseling and treatment to individuals referred through the California criminal justice system, High Road also provides low cost, affordable outpatient counseling and treatment to the general public. The organization has grown to be one of the leading providers of outpatient substance abuse counseling and treatment services in Southern California.

High Road believes that not every individual who uses alcohol and/or other drugs is alcoholic or addicted. Nor do all

problems relate to substance abuse. Many people have problems dealing with anger that often manifests itself in domestic violence, where alcohol and/or other drugs become the escape valve used to deal with anger and feelings of lack of control. There are many behaviors that can lead to a person eventually becoming addicted to alcohol and/or other drugs.

They believe that providing early stage education, counseling and family support can help intervene in behaviors that could eventually lead to problems with substance abuse and later on to addiction.

They also believe that alcoholism, drug addiction and other compulsive disorders are progressive diseases that affect all levels of society. We further believe that they are diseases that are treatable and from which the person can recover. We know that the primary indicator of the disease is the individual's inability to control the intake of alcohol, drugs, or other substances and the behavior exhibited while under the influence.

In Upland the Inland Valley Drug and Alcohol Recovery Services (IVRS) is a not-for-profit corporation that has been providing low to no-cost substance abuse recovery and counseling services since 1962. First incorporated as Counseling Associates, the agency has grown in size and stature.

IVRS has grown into a continuum of care network offering an array of substance abuse services including detoxification, residential and outpatient treatment, aftercare, education, individual and group counseling, along with primary and secondary prevention services. In addition, we operate licensed, court-approved drinking-driver programs and domestic violence batterer's treatment alternatives. The agency is guided by the following motto: "At IVRS we offer more than solutions, we provide results." Each year, IV-

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## SALES

## THE 10 COMMANDMENTS OF NEGOTIATIONS

by Daniel Adams, Web Site [www.trusttriangleselling.com](http://www.trusttriangleselling.com)

Imagine for a moment that you are preparing for a heated final negotiation to secure a very important deal for your company. What will you do if your customer asks you to: "lower your price by X dollars in return for the deal?" Should you bring in your manager to assist? What will prevent your customer taking your negotiated offer and sitting on it forever? Or worse, what if your customer allows the expiration date of the offer to expire but still requires the negotiated deal? The following 10 commandments of negotiations will help you close the sale and still give your customer all that they are looking for.

**1. Know Who You Are Dealing With**

Do your homework; know your customer; know your competition. Make sure you investigate the personalities of all the players. Learn who your customers and competitors are as professionals. What is their negotiation history? What has been your competitor's sales strategy? What solutions have they offered?

**2. Negotiate Only With Decision Makers**

Sometimes an apparent decision maker is merely a 'gate keeper' in disguise. Ask probing questions to discover who is really in charge. One such question to ask is: 'Who has sign-off authority for an investment of this size?' Refuse to negotiate with people who do not have the ultimate decision-making authority.

**3. Timing is Everything**

Do not negotiate if your customer is not ready to buy. Make sure your deal is fully baked! If you negotiate too early, you will end up negotiating two, three, four, or more times. If you drop

the price any time before the final negotiation, you will end up competing against yourself. A major mistake.

**4. Preparation - Review All Possible Scenarios**

Know all possible moves that the customer may make. Plan your move in advance in each instance. Be prepared to eliminate yourself from the negotiation, if necessary. Review the circumstances under which it would be necessary to walk away from the situation in order to secure long-term relationships and to protect your company's resources.

**5. The Lone Ranger Is Dead**

After you compile the trade matrix, review it in detail with your manager before the negotiations begin. A superstar never conducts a major final negotiation alone. There are many reasons for this:

- Customers do not believe that a sales rep has the authority to produce a great deal. They think that unless a manager is involved they will not get a bottom-line deal.

- Two sets of eyes and ears can better pick up the all-important nonverbal cues coming from the customer.

- The negotiations can get heated. By allowing the manager, at times, to take on the bad-guy role, the superstar can keep his relationship with the customer untarnished ("I wish I could give that to you, but my management won't allow it").

**6. Understand Your****Contribution Margin. Don't Drop Price!**

As a superstar, you should never drop the price; instead, offer additional products or services that equal or exceed the requested discount. The impact of a price drop on your net income would be substantial, whereas providing a product or service decreases your net income only by the wholesale or internal cost (not the retail price) of that extra product or service. When choosing which products or services to offer in a negotiation, choose those with high contribution margins such as software, maintenance, and warranty.

**7. Give Slowly and Reluctantly**

During final negotiations, whenever you offer a price concession, do not make major reductions. Any major shift in price or position signals to customers that much greater concessions could be had for the asking. And believe me, they will ask.

**8. Never Negotiate Piecemeal**

Insist that the buyer put all the issues onto the table before addressing any of them. That way, one can assess what's at stake and fashion an offer, which balances the totality of the requests with what the seller is able to concede. If the buyer presses, an effective reply is, "I may be able to ask my manager to make some small concessions, but until I can entertain all of your outstanding issues I will be forced to say 'No' to each of your requests. Certainly you can understand my posi-

tion."

**9. Be Humble-- Be an Advocate!**

Avoid flaunting your superstar status during the negotiations. If you let slip the fact that you are a veteran negotiator who has been through this a million times, you will feel a brick wall rising up between you and the customer. Present yourself as a non-expert (only with regard to the negotiation process, not to your product or service expertise). You will be astonished at how much the customer wants to help you. The negotiation instantly takes on a win-win feel when the customer does not feel vulnerable. Remind him that you are in this process together, working toward a mutually beneficial solution. Assure him that you will advocate for the best solution your company can offer.

**10. Finalizing the Agreement**

It would be a major mistake to make an offer to your customer and let him "think about it" for an indefinite amount of time. Each offer must have a mutually determined expiration date. Further, your offer must be all-inclusive. You must specify that any additional items not included in the offer will be available only at an additional investment. This way, you avoid piecemeal negotiation mentioned above, as well as negotiation after the fact.

These commandments will help you meet all the customers needs without losing money or the sale. By following these 10 best practice steps, you will be well on your way to sales superstardom. Good luck to you, and remember, "Close 'Em!"



## MANAGER'S BOOKSHELF

**"The Long Tail: Why the Future of Business Is Selling Less of More,"**

by Chris Anderson

Hyperion, New York, New York; 2006; 238 pages; \$24.95.

Once upon a time, perhaps as long ago as 1990, there was mainstream composed of limited media (television, FM radio, and print); a river of products designed to be sold through those media; and a steady flow of buyers who were influenced by the same media (especially television).

Then, in less than a decade, there came personal computers, the Internet, broadband computing, cell phones, iPod, MP3, TiVo, and on-line shopping. As impossible as it may seem, sixteen-year olds can't recall a world without these. The result, according to author Chris Anderson, isn't a single mainstream but an incredible number of small creeks all flowing in multiple directions into more niche markets than any past marketers thought possible.

Anderson, currently the editor of *Wired Magazine*, has credentials as editor of publications such *The Economist*, *Nature*, and *Science* magazines. He uses the book to point out what should have been obvious at the turn of the 21st Century:

"TV shows were more popular in the '70s than they are now not because they were better, but because we had fewer alternatives to compete for our screen attention. What we thought was the rising tide of common culture, actually turned out to be less about the triumph of Hollywood talent and more to do with the sheepherding effecting of broadcast distribution.

"The great thing about broadcast is that it can bring one show to millions of people with unmatched efficiency. But it can't do the opposite — bring a million shows to one person each. Yet that is exactly what the Internet does so well. The economics of the broadcast era required hit shows — big buckets — to catch huge audiences. The economics of the broadband era are reversed....

"There's still demand for big cultural buckets, but they're no longer the only market. The hits now compete with an infinite number of niche markets, of any size. And consumers are increasingly favoring the one with the most choice. The era of one-size-fits-all is ending, and in its place is something new, a market of multitudes."

Anderson goes on to state that the sales result of this "market of multitudes" was unlike anything he had ever seen before. He graphed the hard data supplied to him by Rhapsody (one of the on-line music companies) and "it started out like any other demand curve, ranked by popularity. A few hits were downloaded a huge number of times, and then it fell off steeply with less popular tracks. But the interesting thing was that it never fell to zero. I'd go to the 100,000th track, zoom in, and the downloads per month were still in the thousands. And the curve just kept going. No store could ever carry this much music.

Way out at the end of the curve, tracks were being downloaded just four or five times a month, but the curve still wasn't at zero. In statistics, curves like that are called 'long-tailed distributions,' because the tail of the curve is very long relative to the head."

The staggering scope of making everything available to everybody on the planet is mind boggling. As we are rapidly discovering, the situation isn't an industrial versus non-industrial situation. Despite the barbarity of terrorists in all parts of the

world, they aren't neo-Luddites and they are looking for choice. It's the choices they want to impose on others that appears puzzling to us. They may not want iPods, but they have put cell phones to use as both communication devices and triggers for weapons.

As Anderson puts it, "The secret to creating a thriving long-tail business can be summarized in two imperatives: 1. Make everything available. 2. Help me find it."

Although there hasn't been much disagreement among economists about the long-tailed distribution effect, there are a growing number of questions about correct interpretation and impact on retail economics. Although the jury is still out on Anderson's view of the future relationship of culture, marketing, and entertainment, he makes a thought-provoking case, one that is well worth the reading.

-- Henry Holtzman

**Bestselling Business Books**

Here are the current top 10 bestselling books for business. The list is compiled based on information received from retail bookstores throughout the U.S.A.

1. "The World Is Flat [Updated and Expanded]: A Brief History of the Twenty-First Century," by Thomas L. Friedman (Farrar, Straus & Giroux...\$27.50) (1)\* Why business globalization has arrived and is likely to stay.
2. "The Five Dysfunctions of a Team: A Leadership Fable," by Patrick M. Lencioni (John Wiley & Sons...\$22.95) (2) Common problems that prevent teams from working together.
3. "Secrets of the Millionaire Mind: Mastering the Inner Game of Wealth," by T. Harv Eker (HarperCollins...\$19.95) (3) "The missing link between wanting wealth and achieving it."
4. "Freakonomics: A Rogue Economist Explores the Hidden Side of Everything," by Steven D. Levitt (HarperCollins...\$25.95) (4) Why you shouldn't accept the official version of anything.
5. "Who Moved My Cheese? An Amazing Way to Deal With Change in Your Work and in Your Life," by Spencer Johnson (Penguin...\$19.95)(6)\*\*\* Motivational book becomes popular once again.
6. "Jeffrey Gitomer's Little Red Book of Sales Answers," by Jeffrey Gitomer (Pearson Education...\$19.99) (5) Sales guru offers answers to sales questions.
7. "The Little Book That Beats the Market," by Joel Greenblatt (John Wiley & Sons...\$19.95)(5) How to achieve a successful investing strategy at any age.
8. "Good to Great," by Jim Collins (HarperCollins...\$27.50) (9) Climbing the steps from being good to being great.
9. "Empire of Debt: The Rise of an Epic Financial Crisis," by Bill Bonner and Addison Wiggin (John Wiley & Sons...\$27.95) (8) Why America's future is fast approaching an economic crisis.
10. "Blink: The Power of Thinking Without Thinking," by Malcolm Gladwell (Little, Brown & Co...\$25.95) (10) Why instant judgments aren't as fast as you believe.

\*(1) -- Indicates a book's previous position on the list.

\*\* -- Indicates a book's first appearance on the list.

\*\*\* -- Book previously on the list is on the list once again.



The Cost of the Crutch:

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RS serves approximately 4,000 individuals through a variety of substance abuse recovery, treatment and prevention services. A qualified, caring multi-disciplinary team of administrators, counselors, therapists and support staff staffs IVRS, including bilingual English/Spanish, who meet the California Department of Alcohol and Drug Program's licensing & certification requirements.

Even as we prepared this article word came over the Internet to us about women who are pregnant and abusing drugs who now have a safe place where they can be treated for their addictions. It is called Save the Babies, a part of the Miracles in Recovery program, which offers an intensive prenatal residential treatment program for 12 pregnant women.

Pregnant women have special treatment needs, according to Beverly Smith, executive

director of Miracles in Recovery. This program offers the specialized treatment they need, and makes sure they and their babies are off to a good start once the addiction is treated.

These women will live with up to five others who are also pregnant and in treatment or recovery, in one of two homes maintained by Miracles in Recovery in San Bernardino. These homes are licensed by the state, and are staffed 24 hours a day. Women in the program will also receive prenatal care, and health care for them and their babies after the birth.

Many of the clients will be minority women. Miracles in Recovery is part of a consortium of social service and health care agencies working together to increase the number of African-American and Latino women receiving prenatal care, which will help decrease infant mortality and low birth weights.

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Chamber-Opposed Prop. 86

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ity requiring that approximately 40 percent of all new tax revenue first be set aside for public education.

Under Proposition 98, some \$840 million of the \$2.1 billion in new tax revenue Proposition 86 is expected to generate should be going to California's schools. None of this new tax will go to education, however, because the measure amends the state Constitution to exempt this tax from the requirements and therefore avoids the required allocation of dollars to school funding.

This same \$840 million per year would put \$2,700 into every classroom every year for books, supplies and computers, or it could be used to hire 23,000 new teachers.

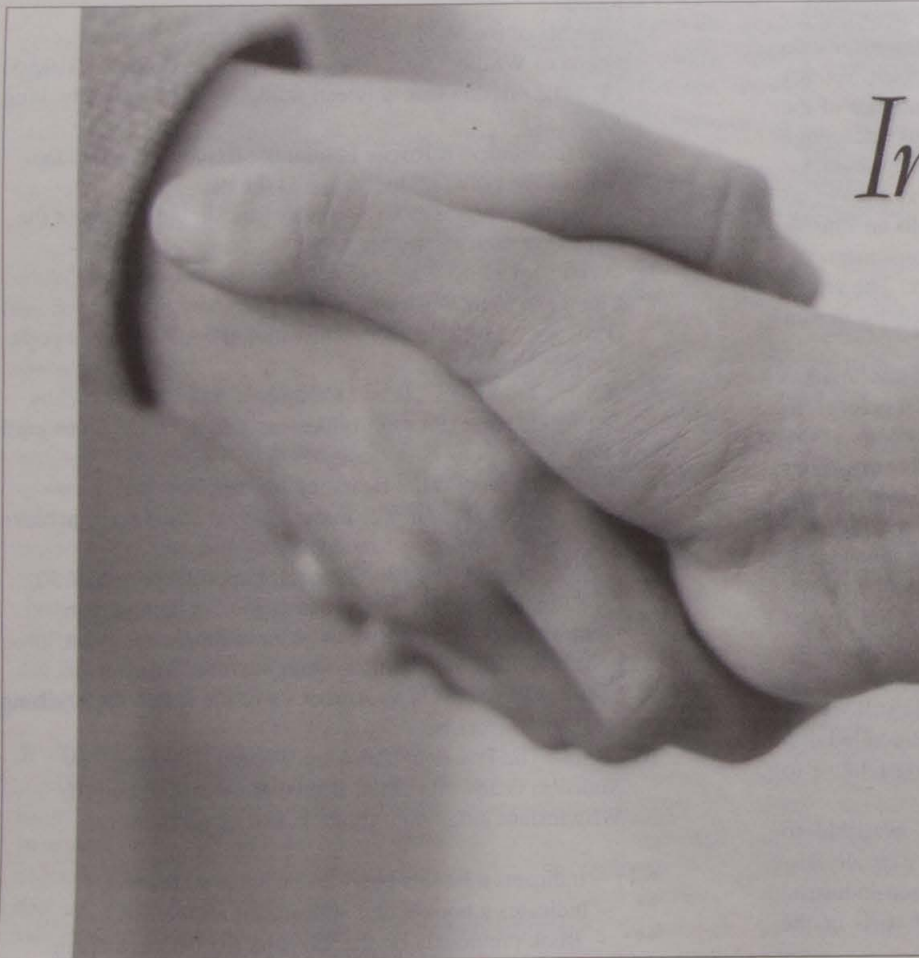
Join Opposition

The Chamber urges members of the business community and their supporters to join the campaign to oppose Proposition 86. For more information on how to get involved, please visit [www.stop86.org](http://www.stop86.org). Staff Contact: Jeanne Cain



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Banks in the Inland Empire

Ranked by Total Assets as of September 2005

Bank Name Address (Headquarters) City, State, Zip	Assets Size \$ (Millions) Assets % Change (12 Month)	Return on Average Equity (R.O.E.)	Core Capital As a % of Assets	Nonperforming loans & Debt Secs. as a % of Core Capital &	Income Before Extraordinary Items (\$000) Loans Loss Reserves	Top Local Executive/Title Address (L.E.) if different City, State, Zip Phone/Fax E-Mail Address
21. The Bank of Hemet* 3715 Sunnyside Dr. Riverside, CA 92506	327 9	2.69	8.97	0	4,320	Kevin Farrenkopf President (951)248-2002/778-0253 kfarrenkopf@bankofhemet.com
22. First Bank & Trust 7710 Limonite Ave. Riverside, CA 92509	285 -19	8.22	9.60	4	2,366	Diana Leja Branch Manager (951) 361-6480/361-6496 diana.lej.sbol.com
23. Security Pacific Bank 845 N. Euclid Ave. Ontario, CA 91762	281 79	16.33	10.38	0	2,106	Doug Clark Branch Manager (909) 983-4600/292-2871 smiller@networkbankusa.com
24. FirstBank 73000 Highway 111 Palm Desert, CA 92260	243 20	27.73	5.80	0	2,086	Dave Fisher President/CEO (760) 341-7000/836-3566
25. Rancho Bank 530 W. Bonita Ave. San Dimas, CA 91773	223 6	5.77	7.02	0	445	John Giambi/President/CEO 2009 W. Foothill Blvd. Upland, CA 91786 (909) 599-1213/394-0031 cgallagher@ranchobank.net
26. Union Bank of California 1248 Fifth Avenue San Rafael, CA 94901	209 7	21.35	7.62	0	3,183	Kathryn Hage/Branch Manager/V.P. 188 N. Euclid Ave., Upland, CA 91786 (909) 946-0551/946-4071 katherine.hage@uboc.com
27. Canyon National Bank 1711 E. Palm Canyon Dr. Palm Springs, CA 92264	183 20	19.36	7.32	0	1,238	Stephen Hoffmann President/CEO (760) 325-4442/325-1138
28. First Mountain Bank 40865 Big Bear Blvd. Big Bear Lake, CA 92315	118 11	11.69	9.05	0	637	John Briner President/CEO (909)866-5861/866-0973 jbriner@firstmountainbank.com
29. Inland Empire National Bank 3727 Arlington Ave., Ste. 202A Riverside, CA 92506	97 19	27.32	8.36	0	1,111	Don Murray President/COO (951) 788-2265/788-9683
30. Valley Bank 24010 Sunnymead Blvd. Moreno Valley, CA 92553	92 9	20.49	8.27	2	730	Adan Gonzales President/CEO (951) 242-1959/242-1903 gene.wood@valleybank.com
31. Pacific Western Bank 100 N. Euclid Ave. Upland, CA 91786	89 13	19.88	10.95	0	871	Arthur Layva President/CEO (909) 946-2265/982-5124
32. Chino Commercial Bank 14345 Pipline Ave. Chino, CA 91710	88.2 14.4	13.2	7.51	na	1,009,486	Dann H. Bowman President/CEO (909) 393-8880/465-1279 service@commercialbank.com
33. Inland Community Bank 399 Inland Empire Blvd. Ontario, CA 91764	66 21	6.54	6.31	0	137	James S. Cooper President/CEO (909)481-8706/481-9928 jcooper@inlandcommuniybank.com

Overcoming  
Objections:

continued from page 25

tomers office to excitedly announce "I got the additional discount you requested on the equipment. When can we get the purchase order?" The customer smiles and says, "Thank you very much for that, but I was referring to your maintenance and support cost being out of line. While I appreciate your help on the equipment side, what can you do for me on the maintenance and support?"

Ouch!

Why did this scenario occur? It is simply because you failed to clarify the customer's objection.

When the price objection is raised, a superstar rep will ask, "Our price is too high? Compared to what?" Or, "Can you explain that?" Question your customer fully. Ask for their help in understanding every aspect of the objection.

3. Credibility Preface

When a customer presents an objection, you have two options: protest and tell them they are wrong, or use the circumstance to gain credibility. By arguing the objection, you put the customer in the position of having to defend their stance.

The other option is to simply step out of the way. A credibility preface allows you to prevent a confrontation with the customer.

The simplest credibility preface to use with most objections is to say, "I can understand why you'd feel that way. I would also feel that way, if I were you."

Simply agreeing that a customer has a right to make an objection helps to diffuse the customer's discomfort and opens an air of trust between you and the customer.

After acknowledging your customer's position, ask yourself whether the customer is misinformed or correct. If he is indeed misinformed, you can gently correct him with unbiased proof of your position. Be delicate---correcting a customer is risky business and you should do so only if you believe he can see the error.

4. Confirm the Underlying Need

This is your most important step. You must uncover the underlying need that is causing the customer's objection. Let's say you are selling cars. Your potential buyer walks in and says, "I don't like that car. It doesn't have enough horsepower." You provide a credibility preface, by responding, "It is true that there are cars out there with more horsepower than this one."

Then you seek the underlying need by asking, "Can you tell me why horsepower is so important to you?" He says, "I need to accelerate quickly for passing on the highway." Now

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## REAL ESTATE NOTES

*continued from page 29*

slated to contain a 130k-sq.-ft. building designed for a single tenant, and two 70k-sq.-ft. buildings earmarked for multi-tenant occupancy from 8k sq. ft. and up. The remainder of the site is planned for 80k sq. ft. of flex/industrial condominiums ranging from 2k sq. ft. to 4k sq. ft., designed for small businesses seeking to own their facilities..... And in Lake Elsinore, a partnership of **Fairway Commercial Partners** of Manhattan Beach and **Adler Realty Investments** has acquired an 18-acre site located near the Hwy 74/I-15 interchange. The venture currently plans to develop 255,000 sq. ft. of industrial and showroom buildings on the site, but build-to-suit facilities will also be considered. Ultimately, the new development is expected to cost approximately \$30.5 mil. The site is located less than one mile from a new commercial hub at Central Ave, consisting of more than 850,000 sq. ft. of new retail space, now home to Home Depot, Lowe's, Costco, Staples, Pet Smart, Pet Co, Target, Bed, Bath and Beyond and numerous restaurants.....**Bixby Land Company** has acquired Archibald Business Center, an 18-acre business campus located at 2021 South Archibald in Ontario, for \$18 mil. The property includes a renovated, 231,400-sq.-ft. warehouse/distribution building and a 140,000-sq.-ft. building soon to be developed on 6.5 acres. **Archibald Business Center** has immediate access to Hwy 60, Interstates 10 and 15 and is less than five miles from Ontario International Airport.....**ARAMARK Uniform and Career Apparel**, which rents and sells professional uniforms and career apparel to businesses worldwide, purchased a 107,900-sq.-ft. industrial building for \$8.9 mil (\$82/sf). The property, which is a new location for the firm, is located at 1135 Hall Ave in the Agua Mansa Industrial Center. **ARAMARK** is currently preparing the facility for

its business, which will include a commercial laundry. ....And in leasing news, **Kenco Group Inc.**, one of the nation's largest third-party logistics providers, has taken a Class A 170,700-sq.-ft., free-standing industrial building located at 14651 Yorba Ave, within the 1.8 msf master-planned **Centerpointe Chino Business Park** in Chino. The five-year transaction has a total value of \$5 mil, or around \$0.49/sq. ft./mo.

This column provides a review of the latest commercial real estate activity throughout the Inland Empire. It is produced in a joint media effort between the Inland Empire Business Journal and Rentv.com. For more commercial real estate information from around California, go to [www.rentv.com](http://www.rentv.com)

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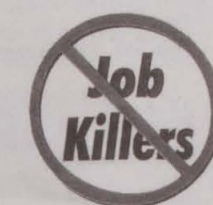
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## Legislative Outlook

An update on the status of key legislation affecting businesses. Visit [www.calchamber.com/position\\_letters](http://www.calchamber.com/position_letters) for more information, sample letters and updates on other legislation. Staff contacts listed below can be reached at (916) 444-6670. Address correspondence to legislators at the State Capitol, Sacramento, CA 95814. Be sure to include your company name and location on all correspondence.

Chamber-Opposed  
Bill to Limit Land Use  
Heads to Senate Floor

California Chamber of Commerce-**opposed** legislation that limits land use and could bring building projects to a halt for an undisclosed period passed the Senate Appropriations Committee this week and will be considered next by the full Senate.

**AB 2641 (Coto; D-San Jose)** halts development indefinitely by requiring open-ended consultation and ultimate land use decision by an advocacy commission for Native Americans.

The Chamber and a coalition of business, agriculture, taxpayer and other industry groups opposes AB 2641 because it will hurt the state's economy and will:

- substantially increase taxpayer costs for future infrastructure projects;
- delay and undermine the delivery of critical infrastructure projects;
- create greater uncertainty in the land use approval process; and
- threaten future job-generating projects

and housing developments throughout California.

## Key Vote

The August 7 Senate Appropriations vote was 10-2:

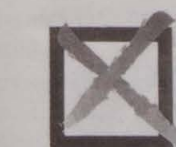
**Ayes:** Murray (D-Los Angeles); Alarcón (D-San Fernando Valley); Alquist (D-Santa Clara); Battin (R-La Quinta); Dutton (R-Rancho Cucamonga); Escutia (D-Norwalk); Florez (D-Shafter); Ortiz (D-Sacramento); Romero (D-Los Angeles); Torlakson (D-Antioch).

**Noes:** Aamstad (R-Grass Valley); Ashburn (R-Bakersfield).

Absent/abstaining/not voting: Poochigian (R-Fresno).

## Action Needed

Write or call your senator to voice your **opposition** to **AB 2641**.  
Staff Contact: Valerie Nera

Bill Providing New  
Reasons to Sue  
Employers Awaits  
Action

OPPOSE

A California Chamber of Commerce-**opposed** bill that could subject employers to lawsuits for issues that they neither know about nor control is awaiting action in the Assembly.

**SB 1745 (Kuehl; D-Santa Monica)** establishes a new ability to file employment-related lawsuits, possibly under a variety of laws. As just amended, SB 1745 establishes a statutory statement of public policy prohibiting any person from discharging or harassing any individual, or otherwise discriminating or retaliating against any individual in compensation, or in other terms, conditions or privileges of employment, because the individual is a victim of domestic violence, sexual assault or stalking.

If SB 1745 is enacted, it will allow plaintiffs and their attorneys to use the bill's provisions to try out new legal theories of liability against employers in employment discrimination lawsuits. Even when employers are found not guilty of violating a law or public policy, employer legal defense costs easily may reach

\$50,000 to \$60,000.

Existing law already prohibits employers with 25 or more employees from discharging or discriminating against an employee who takes time off to seek medical attention, obtain services from a domestic violence shelter or rape crisis center, obtain psychological counseling or participate in safety planning.

Remedies for violations include reinstatement, reimbursement for lost wages, interest and reasonable attorney fees, plus court costs, as well as the ability to seek large civil penalties through "sue your boss" lawsuits.

In addition, positive tools — many created with Chamber assistance and input — already exist to help employers protect employees from outside harassment by former spouses and partners.

## Action Needed

Ask your Assembly representative to **oppose SB 1745**.  
Staff Contact: Julianne Broyles



## Golf Courses in the Inland Empire

continued from page 25

Listed Alphabetically

continued on page 43

Course Name Address City, State, Zip	Mgmt. Co. or Owner Type of Course Membership Fees	Green Fees: Weekdays Weekends	Length of Course (Yds.) # Rounds played Yearly	Year Built Course Designer Reservation Phone	Top Local Pro or Manager Title Phone/Fax E-Mail Address
<b>Marshall Canyon Golf Club</b> 6100 N. Stephens Ranch Rd. La Verne, CA 91750	James Duffin II Public N/A	\$20 \$25	6,100 80,000	1966 Adams, Latham, Kripp & Wright (909) 593-8211	<b>Jamie Duffen</b> General Manager (909) 593-8211/593-3050 www.marshallcanyon.com
<b>Mesquite Golf &amp; Country Club</b> 2700 E. Mesquite Ave. Palm Springs, CA 92264	American Golf Corp. Resort \$2,500 Single/\$4,500 Fam. (2)	\$30-\$80/\$25-\$60* \$30-\$90/\$25-\$60* (Seasonal) (*Twilight)	6,328 na	1985 Bert Stamps (760) 323-9377	<b>Kenny Kim</b> General Manager (760) 323-9377/323-7108
<b>Mission Hills North - G. Player Crse.</b> 70-705 Ramon Road Rancho Mirage, CA 92270	Troon Golf Resort N/A	\$140 \$160	7,062 40,000+	1991 Gary Player (760) 770-2908	<b>Ryan Wilson</b> General Manager (760) 770-2908/321-5927
<b>Mission Lakes Country Club</b> 8484 Clubhouse Blvd. Desert Hot Springs, CA 92240	Equity Owned by Members Semi-Private Must Be Property Owner	\$55 \$75	6,737 40,000	1971 Ted Robinson (760) 329-8061	<b>Sandy Sisnowski</b> General Manager (760) 329-8061/329-9286
<b>Moreno Valley Ranch Golf Club</b> 28095 JFK Dr. Moreno Valley, CA 92555	Atsugi Kokusai Kanko (USA) Public N/A	\$42 (\$45 Fri.) \$65	6,898 na	1988 Pete Dye (909) 924-4444	<b>Jeff Johnson</b> General Manager (909) 924-4444/247-7191
<b>Mountain Meadows Golf Course</b> 1875 Fairplex Dr. Pomona, CA 91768	American Golf Corp. Public N/A	\$20 \$25	6,440 100,000	na Ted Robinson (909) 623-3704	<b>Chad Hackman</b> General Manager (909) 623-3704/469-1179
<b>Mountain View Golf Club</b> 2121 Mountain View Dr. Corona, CA 91720	Privately Owned Public N/A	\$35 \$45	6,500 50,000	1960 Billy Bell (909) 737-9798	<b>E. Gibson</b> General Manager (951) 737-9798/371-0721
<b>Mountain Vista Golf Course</b> At Sun City Palm Desert 38180 Del Webb Blvd. Palm Desert, CA 92211	Sun City Palm Desert Semi-Private N/A	\$30-\$89 (Seasonal) (Twilight Available)	6,700 65,000	1992 Billy Casper & Greg Nash (760) 200-2200	<b>Tony Chavez</b> Director of Golf (760) 200-2200/200-2230
<b>Needles Municipal Golf Course</b> 144 Marina Dr. Needles, CA 92363	Public N/A	\$25 (Jan. - Mar.) \$25 (Jan. - Mar.)	6,222 56,000	1961 na (760) 326-3931	<b>J.C. Bacon</b> PGA Professional (760) 326-3931/326-6606 ndls golf@ctaz.com
<b>North Golf Course</b> 26660 McCall Blvd. Sun City, CA 92586	Semi-Private Corp. Semi-Private Equity Sun City, CA 92586	\$17/\$15 Seniors \$20/\$17 Seniors Varies	4,010 50,000	1970 Del Webb	<b>Gene Campbell</b> Pro Shop Operations Mgr. (951) 679-9668/same

## RESTAURANT REVIEW

### Fat Times at Fat Daddy's

by Joe Lyons

What constitutes great barbeque? Many people feel it is a geographical thing. Memphis, New Orleans, Texas, Carolina, even Chicago. Let's not forget your own backyard. Some people will tell you it's a racial thing. African-American ribs are better than Caucasian ribs. Go figure.

Most rely on the old-family recipe theory. Grandpa used molasses, Karo syrup, honey or maybe a cup of Jack Daniel's.

Barbeque restaurants have to build their reputation based on such assumptions. Many have been covered in these pages before. Fat Daddy's BBQ Bistro in Corona is one more on the list.

Actually, Fat Daddy's sits in the Mervyn's Plaza on that stretch of Main Street that is North of the 91 Freeway. Many people think that all of that area is Norco. It is not.

Much of the menu is what you would expect to find in any barbeque restaurant. To avoid arguments, we went for the plat-

ter order, which gave us samplings of much of the faire.

I am personally not a great rib man. That being said, the St. Louis-style ribs were excellent. The BBQ chicken was delicious. I do like brisket, but the order we got was a little dry. Maybe I needed to add more homemade secret recipe BBQ sauce. I did love the hot links. They were served sliced and grilled.

Many New Orleans-style barbeque restaurants sweeten their ice tea with fructose syrup. Such is the case at Fat Daddy's. It is positively addictive. They also have great corn bread, served in small loaves, wrapped in plastic. The sweet potatoes are truly sweet.

Other treats include the rich tasting pulled pork, the deep-fried and breaded okra and very

good coleslaw and potato salad, made on site.

Meats at Fat Daddy's are smoked for four hours and spend four more hours in the oven.

That was about the extent of the preparation secrets we were able to get out of our host, The C-man (*I think his real name is Clarence*). Everything else is a family secret.

Desserts included a great peach cobbler and an amazing banana cream dish that was thick and sweet and didn't last long at our table. The only thing missing is pecan pie. They told me that that is a seasonal treat. Other desserts include something called a Famous Cake Shake.

What we did not try, and should have, was the seafood. Catfish, of course, is a BBQ sta-

ple. Fat Daddy's also features halibut, snapper and tilapia. The side dishes include mac & cheese, southern greens, momma's yams, baked beans, black-eyed peas, fries and hush puppies.

There is also a threat on the menu called the Great Grand Daddy Burger. It is described as two pounds of meat with cheese, bacon, lettuce, tomato and pickle. It is eight inches of "hamburger heaven" for \$14.95 and includes two side dishes. The menu asks, "Are you up to the challenge?" I wimped out.

The staff of the Inland Empire Business Journal has visited many BBQ facilities in and around the Inland Empire. We all agreed that Fat Daddy's is possibly the best we have been to.

Fat Daddy's BBQ Bistro is located at 718 North Main St., Suite #102 in the Mervyn's Plaza in Corona, north of the 91 Freeway. The phone number is 951-736-3510



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### Park City, Utah

continued from page 44

Park City, or have a few hours before your flight, be sure to visit the Grand Spa located on the third floor of the superb Grand America Hotel. This is a spa with all the panache that can possibly be offered. They cover every aspect and service available. Their therapists are certified and well trained. I will go into more detail about this spa and hotel in my next article on Salt Lake City.

All the spas mentioned above will be in my book in detail "All About Spas of the World" upon publication

Let them entertain you

Park City Resorts offers

accommodations, biking, hiking, biking, fly fishing, boating, hot-air balloon rides, music concerts and art festivals and more.

The Deer Park Resort offers concerts in a beautiful natural amphitheater with the Utah Symphony or artists like Kenny G or a jazz festival while enjoying quail or filet-of-beef in a gourmet picnic basket with all the trimmings from the Royal Street Café.

Where to stay

The Snowflower condominiums in Park City is located within a hop, skip and a jump from the ski lift and a free bus ride downtown. They include jacuzzis, blenders, VCR/DVD players and cable TV. They are available in two and three bedroom comfortable configura-

tions. A complete onsite fitness center is available to guests.

For reservations and information call 800-852-3104 or visit <http://www.snowflower-parkcity.com/>. For more info on condos and accommodation's visit [www.parkcityinfo.com](http://www.parkcityinfo.com)

Park City is a definite destination that no one should miss winter or summer. Prices range by season and accommodation location. Very kid and dog friendly.

HOW TO GET THERE

By air: Southwest Airlines and Delta to Salt Lake City from Los Angeles. Pick up All Resort Express provides a limo or shuttle for a short ride to Park City. Call 1-800-457-9457 for reservations.

Once in Park City easy-free transportation is available if you don't rent a car.

AAA has detailed maps for campers and automobiles.

The Park City Chamber & Visitors Bureau is one of the most accommodating and friendly in any area in the U.S.A. Craig McCarthy, their communications manager, is the most "can do" person you will ever meet. You have a challenge, he and his staff will solve it - guaranteed. Call them at 435/640-3890 or e-mail him at [craig@parkcityinfo.com](mailto:craig@parkcityinfo.com).

Camille Bounds is the travel editor for the *Inland Empire Business Journal* and the Western Division of *Sunrise Publications*.



## Taking Flight

*continued from page 19*

major freeways, and an expanding network of freight forwarders. Nine major U.S. air-freight carriers including Airborne Express, Ameriflight, DHL, Empire Airways, Express Net, Federal Express, West Air, Union Flights, and United Parcel Service serve ONT.

ONT is a member of the Los Angeles World Airports system and is ideally situated as an air-freight center for Pacific Rim and European cargo. The airport is less than 50 miles from Los Angeles and Long Beach Harbors.

CHINO Airport is the largest airport operated by the Airports Department of San Bernardino County and is also classified a "Reliever Airport," due to its proximity to Ontario International Airport and John Wayne Airport down in Orange County. This airport is currently the site of several improvement and expansion projects and promises to assume an increasingly important role in meeting the flying needs of the bustling region it serves.

Chino is unique in that it boasts all the amenities of the Inland Empire region and the neighboring metropolis of Los Angeles, while maintaining a quaint rural flavor of its own. The airport is a "Warbird

Haven" and houses some 900+ aircraft. Fuel is available at Chino 24 hours per day. Chino is home to the Planes of Fame museum and Flo's Café.

One of the more unique air stories of the Inland Empire would have to be family founded, owned and operated Cable Airport of Upland. Cable Airport today is situated on 105 acres and is home for over 450 aircraft. It is home for several businesses, homebuilders, and a private museum.

Cable Airport is a haven for many airplane watchers. On the northeast corner of the airport, a special parking space has been set up for them. They are close to the threshold of runway 24 and have the best possible vantage point for viewing planes taking off and landing. Many people like to park their cars near the cafe, while others enjoy sitting on the cafe patio. Either place affords a perfect view of all flight activities.

On weekends, families come out to have breakfast or lunch at the cafe. Then they stroll over to the aviation art gallery to see what is new. The gallery has prints, books, models, and does custom framing. And if you just want to talk airplanes, that's the place to go.

The Cable Airport staff goes out of their way to make everyone feel welcome. They also

strive to be good neighbors with the surrounding community and work with the pilots to keep it that way.

You will often find Paul or Dave Cable conducting tours for grade school classes and other organizations.

Of the original land purchases, only 105 acres is currently designated as airport property. The Cable Land Company owns an additional 15 acres, seven to 10 acres of which will be developed. The remaining acreage has been sold.

Cable is classified as an uncontrolled field, which means there is no one in the tower directing traffic into and out of the airport. There are exceptions for special events, like the Air Fair, when the FAA sets up a temporary control tower for the day. At all other times pilots are responsible for watching for other aircraft in the pattern. They follow rules for operating out-of-uncontrolled fields, which all pilots know; they use common courtesy, and communicate with others in the area via radio. This is the same tried and true procedure used safely for the last 60 years at uncontrolled fields throughout the country.

The Ontario Police Department helicopter flies out of Cable and the airport is a part of the evacuation plan for the Claremont Colleges.

But not all is well at Cable.

According to the *Inland Valley Daily Bulletin*, the city of Upland is considering a 355-home development near Cable Airport. If it goes through, Bob Cable believes the airport's days are numbered.

"I'm dead," said Cable, the airport's president. "It's as simple as that. In the next 10 to 12 years, there will be no more Cable Airport."

The Planning Commission, acting as the Airport Land Use Committee, has approved the Upland Crossing Development. Cable said even if homeowners sign waivers acknowledging they live in an airport zone, human nature makes complaints inevitable.

"You can sign all the waivers you want," he said. "The fact is, lawsuits are filed every day. This is a family operation, and we don't have deep pockets to handle the suits."

"Our top concern is the second- and third-generation owners. The first generation will be pretty well-educated about airports."

The Lewis Group of Upland is planning to build the 355 townhouses and single-family houses at the southwest corner of Cable Airport. The homes are expected to sell from the low \$400,000s to the mid-\$500,000s.

## Overcoming Objections:

*continued from page 33*

you can respond: "So what you are really looking for is speed and responsiveness." In other words, you have identified his real need as performance.

### 5. Apply the Vaporizer Matrix™

Now that you have uncovered your client's underlying needs, you are in a position to use the Vaporizer Matrix™. This matrix integrates your customer's high-level needs with your company's advantages, allowing you to immediately address your customer's stated needs. There are typically six high-level needs for most business-to-business purchases.

#### 1. Performance - Quality

#### 2. Ease of Use

#### 3. Reliability-Service

#### 4. Futures-Upgradeability

#### 5. ROI/TCO (Return on Investment /Total Cost of Ownership)

#### 6. Risk

Now to utilize your Vaporizer, simply locate the area that is important to your customer and begin to share with them your advantages that are related to his key need. "Mr. Customer, if performance is a priority for you, let me highlight just a few of our advantages which are exclusive to our offering. We provide something called Turbo Boost. Even though this car doesn't have as much horsepower as that other one, its Turbo Boost accelerates the car from 0 to 60 in 6 seconds!"

If you fail to meet all of the

customer's needs with your unique performance, you may now utilize the advantages highlighted under the other columns. For example, you will now stress your trade-in value and large market share, in addition to the performance offered by your automobile.

#### 6. Confirm

Make certain you have persuaded your customer to his satisfaction. Confirm that you have addressed his concern by simply asking, "Have I been able to address your needs to your satisfaction?" If not, then you will discover another aspect of the objection, which you can discuss. If you have satisfied the objection, you have achieved a significant accomplishment.

You have made the customer feel that you care to and are able to thoroughly respond to his worries. In other words, you

have earned his trust.

#### 7. By The Way ....

Now that you have succeeded in meeting your customer's objection, you can segue way into other matters, bringing you closer to your sale. An effective way to move on to the next issue at hand is to simply use the transition statement: "By the way, have we discussed your delivery requirements for this car?"

By following these seven easy steps, handling a customer's objections will become an opportunity instead of a problem. These concrete suggestions will have you well on your way to superstardom in your sales career! Good luck to you, and remember, "Close 'Em!"

For more information visit [www.trusttriangleselling.com](http://www.trusttriangleselling.com) or call (603) 215-5090

## Inland Empire: Local Warehouse Market Continues to Grow

Development activity in the Inland Empire industrial market is exploding as builders respond to high levels of warehouse demand. Tenant demand has been especially strong among large users, as many major companies continue to set up distribution facilities in the region due to its lower operating costs and excellent transportation infrastructure. Additionally, the region is widely recognized as a primary distribution hub for the western United States. Companies including: Ashley Furniture, Quicksilver and UPS all signed leases recently for spaces greater than 600,000 square feet. Submarkets including the Airport, Riverside and East San Bernardino are registering some of the most significant leasing activity this year, which is helping to offset much of the new construction. Last year, net absorption for these three submarkets totaled to 13

million square feet, with another 8.9 million square feet absorbed in the first half of 2006. While demand for local warehouse and distribution space is strong, there are some supply-side concerns. Developers have more than 43 million square feet planned around the Southern California Logistics Airport in Victorville alone.

Transaction velocity is expected to remain robust in the Inland Empire as investors seek to establish a presence in one of the strongest industrial markets in the nation. With few exceptions, buyers are picking up nearly all properties coming to the market. Investor competition drove the median price up 15 percent in 2005 to \$88 per square foot; buyer optimism remains apparent, with prices up another 7 percent to date in 2006. The Ontario Airport area remains a favorite location for

many buyers as tenant demand is high and rents continue to rise steadily. The median price in the submarket increased 20 percent in 2005 to \$85 per square foot and has since climbed above the \$90 mark.

• **Vacancy Forecast:** Tenant demand is robust but it is forecast to fall short of new supply, which is on track to reach a decade-high level in 2006. Overall, a 100 basis point increase to 7.2 percent is expected.

• **Rent Forecast:** New space is filling relatively fast, and rents continue to rise. Asking rents are expected to increase 4 percent this year to \$5.43 per square foot.

• **Investment Forecast:** Longer-term growth potential will support prices even as vacancy rises. In spite of price

appreciation, there are still upside opportunities. In San Bernardino, for example, cap rates exceed the market average and tenant demand is strengthening.

Marcus & Millichap  
Industrial Report 2006

## EDITORIAL SCHEDULE

### EDITORIAL FOCUS

### SUPPLEMENTS

### LISTS

#### October

- Lawyers/Accountants
- HMO/PPO Enrollment Guide
- Economic Development
- \* Temecula Valley

- Telecommunications
- Office Technology/Computers
- International Trade
- Holiday Party Planning

- Wireless Phone Services
- Internet Services
- Long Distance/Interconnect Firms
- Copiers/Fax/Business Equipment

#### November

- Retail Sales
- Industrial Real Estate
- Commercial R.E./Office Parks
- Educational Services Directory

- Human Resources Guide
- Executive Gifts
- Building and Development
- \* New Communities

- Commercial R.E. Development Projects
- Commercial R.E. Brokers
- Fastest Growing Companies
- Mortgage Companies
- Title Companies

#### December

- Financial Institutions (3<sup>rd</sup> Quarter, '05)
- Top Ten Southern California Resorts
- Temporary Placement Agencies
- Best-Selling Business Autos

- 2006 "Book of Lists"
- Chambers of Commerce
- Fleet Leasing Auto Dealers
- Business Brokerage Firms

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# NEW BUSINESS *County of San Bernardino*

**AUDITRON**  
WVU ASSOCIATES, INC.  
4505 ALLSTATE DRIVE,  
SUITE 105  
RIVERSIDE, CA 92501

NEW BUSINESS *County of Riverside*

**AUDITRON**  
WVU ASSOCIATES, INC.  
4505 ALLSTATE DRIVE,  
SUITE 105  
RIVERSIDE, CA 92501



## NEW BUSINESS

## County of Riverside

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**SALON ENVIOS**  
SOTELO, MAYANIN  
569 S. YORBA  
ORANGE CA 92869

**GLOW GAUGES**  
CA SR ENTERPRISES INC  
500 S. STATE ST #203  
SAN JACINTO CA 92583

**STREETRACERPARTS.COM**  
CA SR ENTERPRISES INC  
500 S. STATE ST #203  
SAN JACINTO CA 92583

**ABC MORTGAGE-REALTY AND PROPERTY MANAGEMENT CORPORATION**  
ABC MORTGAGE-REALTY AND PROPERTY MANAGEMENT CORPORATION  
670 E. PARKRIDGE AVE SUITE 100,  
CORONA, CA 92879

**AUTOMOTIVE MOBIL SERVICE**  
ARRANBALES, BALERIANO PERALTA  
127 N. BUENA VISTA AVE #J  
CORONA CA 92882

**6TH STREET ANTIQUES & TOYS**  
SANJO GROUP INC  
3601 MARKET ST  
RIVERSIDE, CA 92501

**OEM NETWORK**  
GHARIDI, ELHAM  
846 HEARST WAY  
CORONA, CA 92882  
TIRE AND AUTO REPAIR  
CEH-EHUA, GONZALO  
LAKE ELSINORE, CA 92530

**ANGELZ DESIGN**  
HOLLEMAN, FATIN  
"BILLEH"  
25723 LOS CABOS DRIVE  
MORENO VALLEY CA 92551

**PRECISION AUTO ELECTRIC AND AIR CONDITIONING**  
TRASJ, MICK  
CHRISTOPHER  
24687 LINCOLN AVE  
MURRIETA CA 92562

**ROCKINGHORSE DAY-CARE, THE**  
WOLTER, SUSAN ANN  
26776 HANFORD ST  
MENIFEE CA 92584

**CIMA**  
RODRIGUEZ, CLAUDIA  
LIZETH  
12137 CALLE SOMBRA 216  
MORENO VALLEY CA 92557

**EXCEL HEATING & AIR CONDITIONING**  
REYNOSO, AILEEN JANEL  
40728 CLANCY COURT  
MURRIETA CA 92562

**EXCEL HEATING & AIR CONDITIONING**  
REYNOSO, FERNANDO  
40728 CLANCY COURT  
MURRIETA CA 92562

**JC INVESTMENTS**  
HERNANDEZ, JUAN  
CARLOS  
12604 TORREY PINE RD  
MORENO VALLEY CA 92555

**ARLINGTON LIATHING AND PLASTERING**  
SORIA, JR., ARMANDO  
ANDREW  
29543 WILLIAMETTE WAY  
SUN CITY CA 92586

**ARLINGTON LIATHING AND PLASTERING**  
SORIA, SUZANNE JANE  
29543 WILLIAMETTE WAY  
SUN CITY CA 92586

**PRESTIGE SWIMMING POOL**  
CONTRACTORS, INC  
PRESTIGE POOLS INC.  
45624 VIA PUEBLA  
TEMECULA CA 92592

**ANYTIME HANDYMAN**  
NEHRING, LINDA MARI-ANNE  
5505 TOWER ROAD  
RIVERSIDE CA 92506

**ANYTIME HANDYMAN**  
SPRAGUE, JON CLAYTON  
5505 TOWER ROAD  
RIVERSIDE CA 92506

**ANYTIME HANDYMAN**  
STEWART, DAVE DANIEL  
5505 TOWER ROAD  
RIVERSIDE CA 92506

**MOORE INCREDIBLE CRETE**  
MOORE, RICHARD  
28350 HAMPSHIRE DR.  
QUAIL VALLEY CA 92587

**KELTEX ENTERPRISE**  
GARCIA, DAVID GILBERT  
29120 ALICANTE AVE  
MORENO VALLEY CA 92555

**REALTY WORLD PREMIER PROPERTIES**  
MOUNTAIN VIEW REALTY  
13550 PALM DRIVE,  
DESSERT HOT SPRINGS, CA  
92240

**EMPIRE MORTGAGE PACHECO**  
PACHECO, EILEEN MARY  
12303 BALTIMORE AVE  
MORENO VALLEY CA 92557

**SHOWCASE AUTO GLASS**  
SALDANA, ADRIAN  
3920 RUBIDOUX BLVD  
RIVERSIDE CA 92509

**SHOWCASE AUTO GLASS**  
SALDANA, ISRAEL  
3920 RUBIDOUX BLVD  
RIVERSIDE CA 92509

**GRANDMA ANN'S HOUSE**  
BUTLER, ANN  
29225 PARADISE CANYON  
DRIVE,  
MENIFEE CA 92584

**BLACK MARKET OFFROAD**  
GRIGSBY, BRYAN  
MICHAEL  
18764 CHICKORY  
RIVERSIDE CA 92508

**PRIORITY APPRAISALS**  
HUNTSMAN, JOSHUA  
WAYNE  
1042 CANYON VIEW PLACE  
NORCO CA 92860

**DANDA BUFFET FM**  
Y2K INC  
12912 BROOKHURST ST  
#310  
GARDEN GROVE CA 92540

**AIYA**  
CHANG, JOHN  
33165 BRIGHTON WOOD ST.  
MENIFEE CA 92584

**PEAK PERFORMANCE CHIROPRACTIC**  
HALL, BOBBIE ELAINE  
18215 AVE D  
PERRIS CA 92570

**EAGLE PAVING COMPANY**  
CSJ, INC.  
2870 EAST LA CRESTA  
AVENUE  
ANAHEIM CA 92806

**BUTTERFIELD ANIMAL HOSPITAL**  
TRI-CITY VETERINARY  
CLINIC, INC.  
1929 W. VISTA WAY  
VISTA CA 92083

**BUTTERFIELD RANCH ANIMAL HOSPITAL**  
TRI-CITY VETERINARY  
CLINIC, INC.  
1929 W. VISTA WAY  
VISTA CA 92083

**BUTTERFIELD RANCH VETERINARY CLINIC**  
TRI-CITY VETERINARY  
CLINIC, INC.  
1929 W. VISTA WAY  
VISTA CA 92083

**BUTTERFIELD VETERINARY CLINIC**  
TRI-CITY VETERINARY  
CLINIC, INC.  
1929 W. VISTA WAY  
VISTA CA 92083

**AT THE VILLAGE**  
HERNANDEZ, GUILLERMINA  
11795 CARMINE ST  
RIVERSIDE CA 92505-3563  
3563 MAIN STREET  
RIVERSIDE, CA 92501

**CHERRY RODEO**  
GOOD, JANET KAY  
23392 SONNET DR  
MORENO VALLEY CA 92557

**BIZTEK SOLUTIONS**  
ANDERSON, DEREK  
WAYNE  
13241 ACACIA AVENUE  
MORENO VALLEY CA 92553

**BIZTEK SOLUTIONS**  
ANDERSON-BURNS,  
JAEALYN CHRISTINE  
26280 MOUNTAIN RANCH  
RD.  
MORENO VALLEY CA 92553

**BRIDGE 21 OF RIVERSIDE**  
ANDERSON, DEREK  
WAYNE  
1042 ACACIA AVENUE  
MORENO VALLEY CA 92553

**BRIDGE 21 OF RIVERSIDE**  
ANDERSON-BURNS,  
JAEALYN CHRISTINE  
3285 TRADE CENTER  
DRIVE,  
RIVERSIDE, CA 92507

**HOME-DESIGNER FURNITURE**  
LAI, MIKE  
31660 GRAPE ST # D  
LAKE ELSINORE CA 92532

**HOME-DESIGNER FURNITURE**  
NGUYEN, EDDY  
31660 GRAPE ST #D  
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**HOME-DESIGNER FURNITURE**  
SAM, KIMBERLY THI  
31660 GRAPE ST #D  
LAKE ELSINORE, CA 92532

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SUN CITY, CA 92586

**JOE'S ENGINE REPAIR**  
CHEBAT, VOE  
29770 BRADLEY RD. STE I  
SUN CITY, CA 92586

**SUIT EXCHANGE**  
IBRAHIM, MUSSA "S"  
2280 GALLERIA AT TYLER,  
RIVERSIDE, CA

**YOUR PERSONAL SHOPPER**  
HILL, CARRIE ANITA  
45728 CORTE LOBOS  
TEMECULA CA 92592

**NOVACOM**  
CALVADA ENVIRONMEN-  
TAL SERVICES,  
INC.  
1560 COMMERCE ST  
UNIT D  
CORONA CA 92880

**KC WHOLESALE FLOORING**  
CARLTON, DAVID  
FRANKLIN  
31944 MISSION TRAIL  
BLVD  
LAKE ELSINORE, CA 92530

**AMERICAN HOME HEALTHCARE CORP**  
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RIVERSIDE CA 92506

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AMERICAN HOME  
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**B & D HEATING & AIR**  
COLON, CHRISTOPHER  
1710 PALMYRITA AVE #5  
RIVERSIDE, CA 92404

**B & D HEATING & AIR**  
DAVIES, RONALD ANTHONY  
1710 PALMYRITA AVE #5  
RIVERSIDE, CA 92404

**ESQUIVEL SERVICES CENTER**  
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3105 MARKET ST  
RIVERSIDE, CA 92501

**WEARMYPOLITICS.COM**  
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ANN  
16253 GREENLEAF CT  
RIVERSIDE CA 92503

**WEARMYPOLITICS.COM**  
BOURBONNAS, JASON  
MATTHEW  
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RIVERSIDE CA 92503

**PREMIER DENTAL**  
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NORCO, CA 92860

**PREMIER DENTAL CARE**  
LAM, KELLY  
2488 HAMNER AVE #100  
NORCO, CA 92860

**PREMIER DENTAL GROUP**  
LAM, KELLY  
2488 HAMNER AVE #100  
NORCO, CA 92860

## The Cost of the Crutch:

continued from page 32

Besides making sure they and their babies are healthy, the pregnant women who are treated through Miracles in Recovery have access to resources they need to succeed in a drug-free lifestyle. This aspect of the program is similar to that offered at six transitional living homes operated by Miracles in Recovery.

The treatment program offers individual and group counseling, education about drug addiction and preventing relapses, 12-Step programs such as Alcoholics Anonymous and Narcotics Anonymous meetings especially designed for pregnant women, parenting classes, life skills classes, yoga and health

education, including stages of pregnancy and infant development. Former clients who are now living independently can also use most of these resources.

There are many other programs available in our area. There are also companies who specialize in drug screening to avoid problems before the person is even hired.

Of course all of this costs money, which comes off of the top in business and ultimately comes down to you and me.

In the end the one great truth holds firm, no matter what route you take to deal with substance abuse. And it's a personal one that no program can hand you.

Acknowledging the problem is half of the cure.

continued from page 36

## Golf Courses in the Inland Empire

Listed Alphabetically

Course Name Address City, State, Zip	Mgmt. Co. or Owner Type of Course Membership Fees	Green Fees: Weekdays Weekends	Length of Course (Yds.) # Rounds played Yearly	Year Built Course Designer Reservation Phone	Top Local Pro or Manager Title Phone/Fax E-Mail Address
<b>Oak Valley Golf Club</b> 1888 Clubhouse Dr. Beaumont, CA 92223	Oak Valley Mgmt., LLC Public N/A	\$50-\$32 \$75-\$42	7,003 4,000	1990 Landmark Signature Design (909) 769-7200	<b>Kai Chang</b> General Manager (909) 769-7200/769-1229 oakvalleygolf.com
<b>Pala Mesa Resort</b> 2001 Old Highway 395 Fallbrook, CA 92028	Resort Public N/A	\$70 \$90	6,502 65,000	1964 Dick Rossen (760) 728-5881	<b>Jan McCormick</b> Head PGA Professional (760) 728-5881/723-8292
<b>Palm Desert Country Club</b> 77-200 California Dr. Palm Desert, CA 92211	GP Golf Semi-Private \$2,500 Full/\$1,500 Single	\$20-\$75 (Seasonal) (Twilight Available)	6,800 (Blue Tees) 40,000	1958 Bill Bell Sr. (760) 345-2525	<b>Scott Johnson</b> General Manager (760) 345-2655/345-6558
<b>Palm Desert Resort Country Club</b> 77-333 Country Club Dr. Palm Desert, CA 92211	Guymo Mngt. Corp. Resort \$3,500/Full	\$25-\$90	6,585 36,000	1980 Joe Mullenex (760) 345-2791	<b>Alan Marietta</b> General Manager (760) 345-2781/345-6523
<b>Paradise Knolls Golf Club</b> 9330 Limonite Ave. Riverside, CA 92509	American Golf Corp. Public N/A	\$33 \$46	6,200 65,000	1961 M. Wood (909) 685-7034	<b>Marc McGinnis</b> General Manager (951) 685-7034/685-8504
<b>PGA WEST</b> PGA Blvd. La Quinta, CA 92253	KSL Recreation 4 Private/2 Resort \$100,000	\$235-\$250 \$235-\$250	All Championship Length 250,000	1986-1999 Dye, Nicklaus, Palmer, Weiskopf, Norman (760) 564-7606	<b>Dave Duerr/Lsa Taggart</b> Head Golf Professionals, PGA (760) 564-7100/564-7156 ltaggart@kslmail.com
<b>Quail Ranch Golf Club</b> 15960 Gilman Springs Rd. Moreno Valley, CA 92555	Inovative Business Mgmt. Semi-Private N/A	\$29 \$40	6,804 40,000	1964 Desmond Muirhead (909) 654-2727	<b>Doug Dannerik</b> GM/Head Pro, PGA (951) 654-2727/654-5692
<b>Rancho Mirage Country Club</b> 38-500 Bob Hope Dr. Rancho Mirage, CA 92270	RMDI Corp. Semi-Private Varies	\$25-\$80	6,111 40,000	1983 Harold Heers (760) 324-4711	<b>Eric Charos</b> Head Golf Pro (760) 324-4711/324-1165
<b>Redhawk Golf Club</b> 45100 Redhawk Parkway Temecula, CA 92592	Pacific Golf Public \$2,750-\$3,250	\$50 (\$60 Fri.) \$70	6,755 (Blue Tees) 42,000	1990 Ron Fream (800) 451-HAWK	<b>Mark Stevens</b> General Manager (951) 302-3850/302-3851
<b>Riverside Golf Club</b> 1011 N. Orange St. Riverside, CA 92501	Howard Smith Corp. Public N/A	\$19 Walk/\$31 Ride \$24 Walk/\$36 Ride	6,760 70,000	1948 Gordon Brunton (909) 682-3748	<b>Debie Eschrich</b> General Manager (951) 682-3748/682-9567
<b>San Bernardino Golf Club</b> 1494 S. Waterman San Bernardino, CA 92408	J.G. Golfing Public \$40 (Men's Club)	\$19 \$28	5,779 75,000	1967 Dan Brown (909) 885-2414	<b>Tom Self</b> General Manager (909) 381-7557
<b>The SCGA Members' Club</b> 38275 Murrieta Hot Springs Rd. Murrieta, CA 92563	So. Cal. Golf Association Public N/A	\$45 Member/\$60 non-member \$60 Member/\$75 non-member	7,060 60,000	1971 Robert Trent Jones Sr. (909) 677-7446	<b>Patrick G. Kimball</b> Director of Golf (909) 677-7446/677-7449 golf@scgamembersclub.com
<b>Shandin Hills Golf Course</b> 3380 Little Mountain Dr. San Bernardino, CA 92407	American Golf Corp./GEI Public \$29.95-\$49.95/\$60	\$20-\$27 \$23-\$30 (carts extra)	6,517 68,000	1982 Henry Bickler (909) 886-0669	<b>Ryan Kimberling</b> General Manager (909) 886-0669/881-2138 americangolf.com
<b>Sierra Lakes Golf Club</b> 16600 Clubhouse Dr. Fontana, CA 92336	Donovan Brothers Golf Inc. Public N/A	\$39-\$52 \$65	6,805 N/A	2000 Ted Robinson (909) 350-2500	<b>Rick Danruther</b> General Manager, PGA (909) 350-2500/350-4600 www.sierralakes.com
<b>Soboba Springs Royal Vista Golf Crse.</b> 1020 Soboba Rd. San Jacinto, CA 92583	Royal Vista Golf Courses Semi-Private Variable	\$35 \$50	6,888 60,000	1967 Desmond Muirhead (909) 654-9354	<b>Karl Reul</b> General Manager (951) 654-7111 sobobasprings.com
<b>Tahquitz Creek Golf Resort</b> 1885 Golf Club Dr. Palm Springs, CA 92264	Arnold Palmer Golf Mgmt. Public N/A	\$20-\$35/\$25-\$50 \$30-\$65/\$50-\$80 (Legend/Resort)	6,775/6,705 90,000	(L) 1957/(R) 1995 Billy Bell/Ted Robinson (760) 328-2375/324-8122	<b>Brian Stewart</b> General Manager (760) 328-2375/324-8122
<b>Temecula Creek Inn</b> 44501 Rainbow Canyon Rd. Temecula, CA 92592	JC Resorts Public/Resort Call for Details	\$50 (\$60 Fri.) \$80	6,605/6,690/6,784 85,000	na Dick Rossen/Ted Robinson (909) 676-2405	<b>Greg Botti</b> Head Professional (951) 676-2405/506-9640 gbotti@jcreorts.com
<b>Upland Hills Country Club</b> 1231 E. 16th Street Upland, CA 91784	American Golf Corp. Semi-Priv./Publ. & Memb. \$2,200 - \$3,740	\$36 \$47 (w/cart)	5,827 60,000	1980 David Raineville (909) 946-4711	<b>Tom Garrett</b> General Manager (909) 946-4711/946-1961
<b>Westin Mission Hills Pete Dye Crse.</b> 71-501 Dinah Shore Dr. Rancho Mirage, CA 92270	Troon Golf Resort N/A	\$140 \$160	6,706 40,000+	1988 Pete Dye (760) 328-3198	<b>Bill O'Brien</b> Director of Golf (760) 328-3198/770-4984
<b>Whispering Lakes Golf Club</b> 2525 Riverside Dr. Ontario, CA 91761	City of Ontario Public N/A	\$19 \$23	6,700 70,000+	1960 Wm. A. Tucker (909) 923-3673	<b>Tim Walsh</b> Head PGA Professional (909) 923-3673/923-369



## EXECUTIVE TIME OUT

# Park City, Utah—Eden With an Attitude

by Camille Bounds  
Travel Editor

## Be ready for a difference

If you are ready for adventure – if you are ready for serendipity – if you are ready to be entertained, fly, drive, and/or run to Park City, Utah. It has everything rolled up in one fine, classy package with something for everyone, summer or winter. For those of you that might say Park City where/who?—think 2002 Winter Olympics, considered one of the most successful Winter Olympics in the history of the event.

## Think summer and winter

Just don't think winter—definitely think summer and among hundreds of other summer activities as well. The Utah Olympic Park is a venue of 389-acres that covers the area where the skiers competed in ski jumping, and the sliding sport competitions like bobsledding, skeleton and the luge. During the summer, visitors can take a bobsled ride (on wheels) careening down the actual 15-curve track with a former Olympic contender. (We had a Russian that decided to stay and assist in training others.) Trust me, this is more exciting than any roller coaster ride anywhere! There is freestyle aerial ski jumping into a 750,000-gallon pool, an amazing fete, and a sight that must be seen to really appreciate and understand.

Park City was a former silver mining town idyllically nestled into the mountainside and can be found in an easy 35-mile ride east of Salt Lake City's International Airport. This delightful town has the charm of a relaxed village with a subtle tempo of really being completely with it. There are all the amenities, outdoor recreation and entertainment of a big city with the laid back feeling of choices of just how fast and how

much one might want to participate. This is a spot on the planet that one might think is a great place to visit—but how do I get to live here?

Just think, no earthquakes, no floods, no hurricanes—all this and some of the most fantastic restaurants and entertainment anywhere. (What more can any one ask?)

## Gourmet heaven

A visit to Jean Louis Restaurant at Gateway Center is a gourmet experience that matches The Four Seasons in Paris. The glorious menu offers mussels, in a unique wine sauce, which is to die for. Traditional Moroccan Tajine (spicy lamb sausage, lamb chop in a saffron, cumin and turmeric broth) gives lamb a new vision. Peruvian escabeche is marinated sea bass with a touch of Peruvian aji broth. A delightful soup sampler is offered. Master Chef Regis Perret is from Peru who immigrated to Paris, and, as they say, the rest to Park City's advantage is history. Perret fell in love with the area and left the hustle bustle of the big city restaurant stress and settled in Park City to relax and run

a restaurant (with his Peruvian/French/Moroccan infusion) at his own pace. Perret is one chef who really enjoys life. Many more ultimate gourmet main courses are available with a decadent dessert menu and an extended, exciting, excellent wine list. This restaurant is perfection and service is flawless. If Zagat hasn't found Jean Louis Restaurant and Chef Perret, they don't know what they are missing. The gourmet worldwide bar has been raised.

Wahiso's is an upscale beautiful Oriental restaurant. Their food is luscious and presented so artistically that the guest almost doesn't want to disturb the picture presented. The idea of a soup sampler, (an order of little bowls of all the soups on the menu, usually three or four) seems to be catching on and is a delight. Wahiso's Miso is delicate as is nourishing. Delightful

wines are available to add to the lovely ambiance of a fine meal.

Lunch at the Windy Ridge Café is an adventure—their wraps and salads are tasty and filling. Their outdoor dining area

is charming and comfortable.

If you are looking for breakfast or lunch, visit the Morning Ray Café—everything from a generous platter of lox and bagels to omelets and eggs as you like them. Great sandwiches, salads, freshly squeezed orange juice and a superb coffee makes this place a real winner. The Morning Ray Café becomes the La Luna Park City's only Sonoran Mexican restaurant in the mid-afternoon and evening.

Park City offers more than a hundred restaurants that surely must offer good food or else they could not survive the competition.

## Then there are the glorious spas.

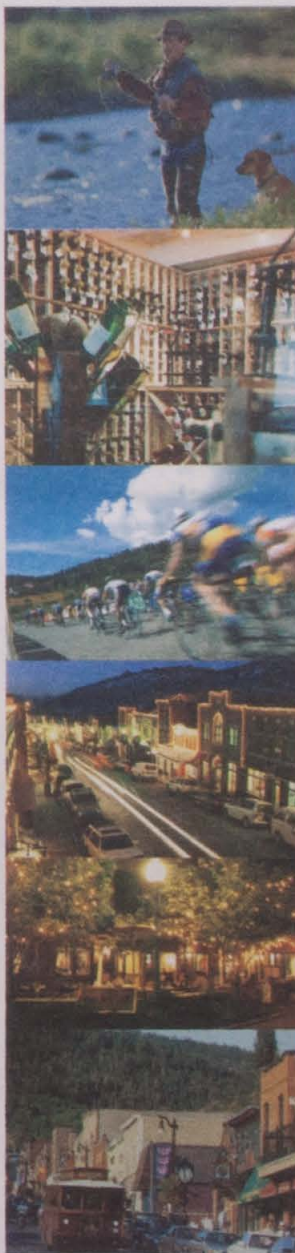
There are spas galore available to be rejuvenated after a day of skiing in winter or horseback riding, biking, swimming or hiking or flying down a bobsled in summer.

Marc Raymond Wellness Luxury Spa and Salon covers it all with class and can be located in the Chateaux Resort Complex. For appointments call 435/647-0500. For more info, visit [www.marcraymondsalonspa.com](http://www.marcraymondsalonspa.com)

Papillon the spa at Westgate Park City offers a relaxing atmosphere and well-trained therapists. Call 435/655-22266 for more info visit [papillon-parkcity@wgresorts.com](http://papillon-parkcity@wgresorts.com)

The Mountain Body Spa offers green tea facials, as well as ancient stone and massage therapies. They have their own fine line of herbal spa and body products made in Park City. They can be ordered by calling 1-800-417-2365 or you can order on line at [www.mountainbody.com](http://www.mountainbody.com)

If you happen to be in Salt Lake City going to or from  
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